

# LINCOLNSHIRE FIRE & RESCUE

# PEOPLE FRAMEWORK

2020 – 2024



Lincolnshire  
COUNTY COUNCIL  
*Working for a better future*



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# 1 INTRODUCTION

The purpose of this document is to set out how Lincolnshire Fire and Rescue (LFR) will provide clarity about how we will develop our staff, promote a culture of inclusion and demonstrate strong leadership, personal accountability and professional standards as part of our Integrated Risk Management Plan (IRMP).

The People Framework is part of a suite of frameworks (Figure 1) which jointly outlines how we mitigate the risks highlighted in our Community Risk Profile 'Understanding Risk in Lincolnshire'. This framework supports our IRMP and provides the strategic objectives that in turn will be delivered through more detailed guidance documents (Service Orders and Organisational Development Procedures).

LFR uses a blended approach throughout the Frameworks to ensure sufficient and appropriate resources are available to address both community and corporate risks. Hence the People Framework is targeted to provide appropriately qualified personnel in all functions of LFR.

The Framework will be refreshed annually to ensure that it remains fit for purpose and will be subject to a full review in line with our IRMP cycle. Specific actions to enable the Framework to be achieved will be provided and tracked through our annual Service Plan.

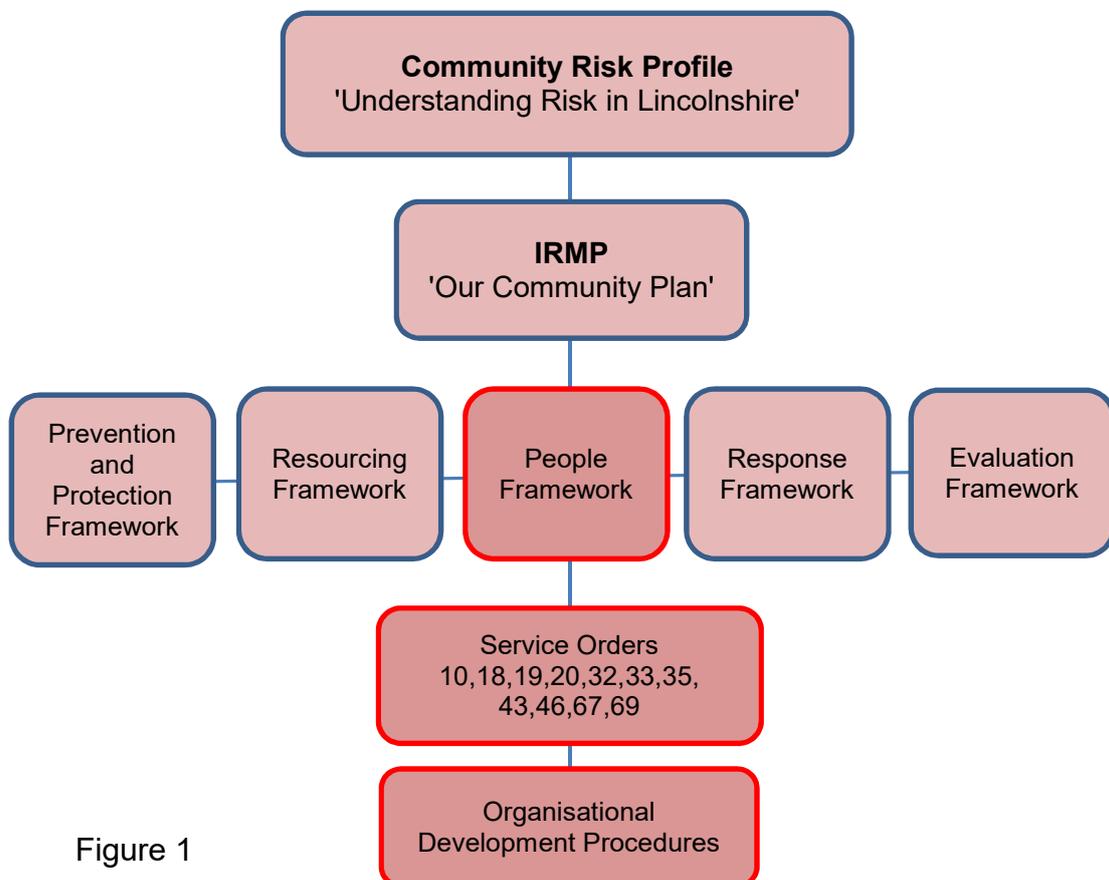


Figure 1

## 2 WHY DO WE HAVE A PEOPLE FRAMEWORK?

The purpose of our People Framework is to facilitate all the other LFR Frameworks and ultimately our Community Plan by addressing a number of the Corporate risks by ensuring that LFR has the correct number of appropriately trained personnel at all times to provide an effective and efficient Fire and Rescue Service. The People Framework also provides the clear foundations upon which our culture is built.

The framework outlines how LFR will carry out its statutory, legislative and corporate Lincolnshire County Council (LCC) responsibilities, within its current financial constraints.

The information and data that supports the Framework, in terms of resourcing to risk, is outlined within the Community Risk Profile 2020-24 which therefore directly influences the policies and procedures for Organisational Development (Service Orders and Organisational Development Procedures)

LFR will ensure it complies with relevant statutory requirements contained within the following four key pieces of legislation:

- Fire and Rescue Services Act 2004 (Sections 7(2)(b))
- Health & Safety at Work Act 1974 (Section 2 (2)(c))
- Management of Health and Safety at Work Regulations 1999 (Regs 3, 4, 13)
- Equality Act 2010

LFR is committed to delivering our People Framework in line with national best practice and will have policies and procedures in place which comply with (or exceed) the following guidance in regards to organisational development:

- Fire and Rescue National Framework for England (which sets out the Government's priorities and objectives for Fire and Rescue Authorities)
- Lincolnshire County Council Workforce Strategy
- NFCC People Strategy
- Inclusive Fire Service Group (IFSG) Improvement Strategies

Key links are as follows:

<b>LCC Workforce Strategy</b>	<b>National People Strategy</b>	<b>IFSG Improvement Strategies</b>	<b>FRS National Framework</b>
Keeping and attracting talented people	Talent management and succession planning		Improving diversity of the workforce  Recruitment, retention and progression
Promoting a positive working environment	Develop ways of working  Support health and wellbeing of staff  Diversifying our staff and creating a fair and equal place to work  Develop cultural values and behaviours that make the Service a great place to work for all our people	Visible senior ownership and leadership promoting inclusive culture  Mentoring and E&D champions	Professionalism, skills and leadership  Equality, cultural values and behaviours  Tackling bullying and harassment  Flexible working  Health, wellbeing and support  Fitness principles
Developing skills now and for the future	Provide excellent training and education  Different learning pathways to develop a suite of management skills	Fire and Rescue Services should ensure all managers are trained in people management  Progression - fair and transparent, encourage interest in promotion  Recruitment, progression and retention improvements	Training opportunities
Developing leaders	Strengthen leadership and line management to support organisational change and improved community outcomes		Professionalism, skills and leadership

Improving systems and information	Independent Standards Body supporting development of the profession  Creation of fire inspection regime	Adoption of the LGA/NFCC Memorandum of Understanding  IFSG monitoring of improvement actions	Professional Standards Body
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### 3 OUR AMBITIONS

For people, LFR has set the following ambitions for 2020-24:

- 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.
- We aim to enable all employees to have a voice (either through representative bodies, employee groups or as individuals).
- 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+).
- We aim to ensure all our staff have good mental and physical wellbeing and know where to get help.
- We aim to provide all our people with opportunities to reach their full potential within their careers.
- We aim to give our people the skills required to deliver their roles to the best of their abilities.

### 4 OUR OBJECTIVES

LFR has set the following people based objectives for 2020-24:

- We will ensure all staff achieve 100% competence in their core skills.
- We will fully embed National Operational Guidance for all operational training packages by 2023.
- We will ensure our workforce planning requirements are met.
- We will reduce our sickness levels to 6.5 days per person.
- We will ensure all staff have an annual Performance and Development Review.
- We will reduce the number of staff who feel they have encountered bullying or harassment in the last 12 months.

## **5 HOW WE WILL ACHIEVE THIS**

Our people are at the heart of our Service and this framework aims to provide clarity about how we will develop our staff, promote a culture of inclusion and demonstrate strong leadership, personal accountability and professional standards. 'Our culture' provides a clear roadmap which builds from our core values through to a list of expectations which all members of our service have the right to enjoy. All of this has to be achieved against a backdrop of changing needs and expectations of our communities, changing roles of our firefighters, financial restraint and government requirements to work more collaboratively with other blue light services.

Change is constant and we need to manage our Service and our people within a more complex and uncertain environment. Our challenge is how to enable the organisation and our staff to flourish in such a situation, where there is much less certainty and clarity or ability to control the pace of change. It is important, therefore, that our People Framework is flexible, maximising the capacity, resilience, wellbeing and adaptability of our staff to deliver our key priorities and helps to develop and support them to do their job well for the benefit of our customers and communities.

### **5.1 Keeping and attracting talented people**

A sustainable workforce enables organisations to plan for the future with regards to their people requirements. Creating and maintaining a sustainable workforce requires organisations to take appropriate action to:

- recruit and retain the right workforce
- address key future and occupational skill shortages
- promote jobs, careers and the concept of employability
- identify, develop and motivate talent
- address diversity and inclusion issues

#### **5.1.1 Recruitment and retention**

LFR will take appropriate positive action in advance of recruitment to ensure applications come from as wide a pool as possible to increase diversity of our workforce.

LFR has a team of recruiting staff dedicated to on-call recruitment and employer engagement. We will develop more flexible approaches to on call recruitment and training to both improve overall recruit numbers and also the diversity of those recruited.

Maintaining appropriate on call staffing levels remains a challenge. Following a detailed RDS Review Project<sup>1</sup> we have implemented a number of actions to address the issues raised and our new On call Recruitment Plan aims to target recruitment in order to satisfy the requirements of the Assured Response Strategy (see Response Framework). We will continue to ensure as much training as possible is practical based and delivered flexibly to suit the varying needs of our personnel. We will also revise our Exit Interview System with the aim of improving information regarding reasons for leaving. We will use this information to better inform our retention activities.

Recruitment of Fire Service Staff is carried out by our in-house recruitment team in accordance with the LCC Recruitment and Selection Policy and we are committed to identify development opportunities where appropriate for Fire Service Staff.

### **5.1.2 Workforce planning**

Effective workforce planning is recognised as a mechanism to ensure resources are used well. LFR strength and establishment data is managed on a monthly basis. Detailed planning is carried out on an annual basis to determine the likely retirements/vacancies at all roles in the Service. LFR uses its workforce data to benchmark our Service diversity. LFR will publish an annual statement of our workforce profile. Key workforce data will be used to determine key activities on an annual basis.

Training plans are reviewed annually in light of this data and that received via the annual PDR process. Our Internal Resources Board meets on a monthly basis to consider vacancy and promotional requirements considering external recruitment where necessary to address potential skills gaps. Where the Board identifies difficulties filling posts it considers what action is necessary to resolve the issue.

Our Development Programme for personnel under Grey Book conditions is a continuous process of nomination and assessment resulting in a pool of candidates to be considered at annual promotion boards through our Core Progression Framework (CPF). Details of the CPF are within our Service Order 35.

LFR regularly use on call staff to backfill wholetime duty system (WDS) short-term vacancies which both maintains WDS crewing levels and also provides additional development opportunities for on call personnel enabling them to reach competent standard earlier than would normally be achieved. We will continue to seek innovative approaches to secure resilience for all other duty systems.

LFR intends to increase our number of apprentices and will review the development of the national Fire Apprenticeship Standards (for both WDS and on call recruitment). We will continue to contribute to LCC development of apprenticeship schemes promoting take up with existing staff.

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<sup>1</sup> RDS Project SMB Report

### 5.1.3 Succession planning and talent management

In order to thrive in a constantly changing environment LFR relies on having people with the capabilities, commitment and behaviours needed for current and future organisational success. This not only means having the right people in the right roles, with the right values and behaviours but also that these people have access to the right opportunities, exposure, stretch and development to reach their potential, whether in their current role or for a future position.

LFR will develop its approach to succession planning using the NFCC Toolkit and by working with the Local Government Association (LGA) utilising their Workforce Planning Matrix Self-Assessment.

### 5.2 Promoting a positive working environment

We will work hard to make LFR a positive working environment for everyone. We want everyone to enjoy coming to work, feel challenged by, and appreciated for, what they do.

To help achieve this we intend to introduce and reinforce throughout our policies and processes, a defined, positive initiative which we hope will enable staff to access some 'behavioural tools' to facilitate conversations, improvement and healthy challenge in their daily work lives. The overarching aim is to allow our staff to THRIVE at work.

The graphic features the title 'OUR CULTURE' at the top, followed by the tagline 'The Journey Continues...' and a large rainbow arrow pointing to the right. Below the arrow, the content is organized into three columns: 'Our Values', 'Our Focus', and 'Our Expectations'. Each column lists key attributes starting with a large letter. The 'Our Values' column lists: Respectful, Resourceful, Professional, Reflective. The 'Our Focus' column lists: Diversity, Improvement, People, Service to the community. The 'Our Expectations' column lists: Trust, Helping people, Respect, Inclusion, Valued, Empowered. The graphic also includes a small crest in the bottom left and the Lincolnshire logo with the tagline 'Making for a better future' in the bottom right.

Our Values	Our Focus	Our Expectations
<b>R</b> espectful	<b>D</b> iversity	<b>T</b> rust
<b>R</b> esourceful	<b>I</b> mprovement	<b>H</b> elping people
<b>P</b> rofessional	<b>P</b> eople	<b>R</b> espect
<b>R</b> eflective	<b>S</b> ervice to the community	<b>I</b> nclusion
		<b>V</b> alued
		<b>E</b> mpowered

## 5.2.1 Wellbeing and inclusion

LFR's vision for the wellbeing and inclusion of its people is '*a healthy, happy and resilient workforce*'. To support our commitment to the health and wellbeing of our workforce, LFR has developed a Wellbeing and Inclusion Framework. The framework is an integral part of our People Framework and is included at Annex A.

To deliver a diverse workforce we must have an inclusive culture. All our staff should be able to deliver their best, free from fear of discrimination and inappropriate behaviour.

LFR welcomes the work of the IFSG and the launch of the NFCC People Programme Inclusion Strategy. We have undertaken a good deal over the past few years on values-led culture and tackling any equality issues as they arise. But we are not complacent. We carried out an initial gap analysis of our position against the IFSG strategies, commissioned an internal audit against these standards and are implementing our Wellbeing and Inclusion Action Plan. Our Wellbeing and Inclusion Board oversee progress against this plan. A key area of work has been to support staff to access specialist support across the Service and continue to promote an inclusive culture to provide an environment in which our staff can thrive.

We conduct a two-yearly Cultural Audit/Staff Survey<sup>2</sup>. We use standard questions in order to be able to benchmark our progress but will continue to consider additional areas as necessary. Any actions resulting from the survey are incorporated within our Wellbeing and Inclusion Action Plan as appropriate.

LFR engages in a number of initiatives as part of the Blue Light Programme<sup>3</sup> including sharing of premises and joint new builds. We will capitalise on this by considering wider integration in the areas of:

- joint training facilities
- joint training - particularly in the areas of leadership and management development
- Health and wellbeing being a member of the Police Health and Wellbeing Board

Keen to make ourselves more mental health aware and promote better discussion and management of mental health issues, LFR has introduced a Peer Support Team to complement our existing Critical Incident Support Team providing support to our staff on mental health issues and we will continue to maintain an active programme of work against the Mind Blue Light Action Plan. We will also continue to promote the LCC Mental Health Awareness toolkit.

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<sup>2</sup> Last survey carried out in December 2019

<sup>3</sup> A joint collaborative initiative with LCC, Lincolnshire Police and East Midlands Ambulance Service

LFR has adopted the Chief Fire Officers Association (CFOA) fitness standards and will provide guidance and support for all staff to maintain their fitness for work. Our sickness absence figures are monitored on a monthly basis and we hold monthly case conferences with our HR colleagues to ensure we provide the appropriate level of management, occupational health and welfare support to our staff to enable them to return to work at the earliest opportunity.

We acknowledge that shift-working and Retained Duty System on call commitments put strain on work-life balance and we will seek to find ways of maintaining essential operational cover whilst providing some flexibility to reduce this strain. We will continue to hold limited non-shift-working opportunities wherever possible for staff who are temporarily unable to work our duty systems. Our On Call Resilience Board and associated action plan aims to address on call concerns.

### **5.3 Developing skills now and for the future**

LFR recognises that its single most important asset is its employees and acknowledges that, if the public are to continue to receive the very highest levels of professionalism, then the continuous appropriate development of all staff is paramount. We have a highly skilled and committed workforce but our roles are constantly changing and many of us will need new skills in the future.

It is crucial to the success of the Fire and Rescue Service (FRS) that its personnel are well trained, motivated, operating within a supportive culture, and clear about the tasks they face. LFR is committed to managing and supporting the aspirations of individual employees to achieve their development potential. Service Order 35 and supporting Organisational Development Procedures set our approach to operational training.

The substance of vocational qualifications will be adopted whenever available and appropriate for the various roles, within the Service. They will be mapped out to relevant competence statements, role maps and job descriptions adopted by the Service. The Institution of Fire Engineers (IFE) Qualifications will form the basis for assessing technical underpinning knowledge.

Development programmes are the basis for personnel progressing to a new role, to acquire and apply the necessary skills and knowledge, and to demonstrate competence in the workplace. The development programmes within LFR are set to the National Occupational Standards (NOS) for each role. In the absence of NOS, ie for Fire Service Staff, the LCC Core Values and Behaviours Framework will be used.

LFR is committed to training to achieve outcomes in realistic conditions and will continue to develop our Waddington Training Centre to provide excellent opportunities for operational skills development.

### 5.3.1 Operational competence

LFR has fully adopted the Skills for Fire and Rescue Operational Competence Model and provides training in the following core operational areas:

- Driving
- Command and control
- Breathing apparatus
- Hazardous materials
- Working at height
- Water rescue
- Fire service pump
- Extrication and rescue
- Casualty care
- 



All training is managed and delivered via our Learning Management System which provides a 'one-stop shop' for Competence Statements, Annual/Quarterly Training Plans, Lesson Plans and E-learning. The system covers both the Maintenance of Skills (MOS) and Maintenance of Knowledge (MOK) required by operational firefighters. By using this single system we are able to quickly update our training in line with operational learning gathered from our Operational Learning Board and regional/ national experiences together with doctrinal changes to guidance and training requirements developed through the National Operational Guidance Programme.

Our 'level-based' approach to our operational training ensures all operational staff from firefighter to brigade manager have the appropriate operational skills to undertake their role.

### 5.3.2 Management development

The FRS National Occupational Standards (NOS) standards and the NFCC Leadership Framework provide the basis for continuing professional development, throughout an individual's professional career. As professionals move into new roles through their career, the standards offer an opportunity for them to benchmark themselves against new and unfamiliar areas to ensure they can operate at the appropriate professional level.

Maintenance of skills and continuing professional development are critical for a workforce to remain responsive to the changing demands of the environment. We seek to deliver a co-ordinated approach to learning and development ensuring a fully inclusive approach for all staff.

LFR uses both the NOS and Values standards in our annual Performance and Development Review (PDR)/Appraisal for both providing supporting evidence against performance in role and also determining those individuals eligible for entry into our

career development pathway. We aim to provide processes for career development that will take account of individual potential, qualities and attributes. Our CPF is used to identify talent, develop knowledge and skills, assess competence and exploit potential. A candidate is required to follow the CPF to ensure they have demonstrated the potential to complete the next role within the Service. The CPF comprises a number of elements including PDR, operational training, E-learning and Learn-Pro Study and IFE Qualifications (which are mapped against the NOS and LCC values).

Our programme of management development activities and learning is provided through a tiered approach to the three levels of service management (supervisory, middle and strategic) and will be aligned to the NFCC Core Learning Pathway.

In addition to operational competence (Incident Command) and role specific skills (eg Fire Safety, Fire Investigation etc) at each level managers will be developed in the following areas:

<b>Strategic Management Leading the Service</b>	<b>Middle Management Leading the Function</b>	<b>Supervisory Management Leading Yourself/Others</b>
Strategic HR	HR	HR
Industrial and employee relations management	Industrial and employee relations management	Industrial and employee relations management
Political awareness	Political awareness	Political awareness
Coaching and mentoring	Coaching and mentoring	Coaching and mentoring
Appraisal/managing performance	Appraisal/managing performance	Appraisal/managing performance
Programme management	Project management	Project management
Procurement/finance	Procurement/finance	Procurement/finance
GDPR	GDPR	GDPR
Diversity and inclusion	Diversity and inclusion	Diversity and inclusion
Safeguarding	Safeguarding	Safeguarding
Strategic health & safety	Health & safety management	Health & safety managing safely
ELP	IFE Level 4C	IFE Level 3C/D

## 5.4 Developing leaders

Positive and confident leadership is vital to the success of our organisation. Traditionally we think of leaders as those who hold the most senior roles in an organisation, but there are many different types of leader. We will be developing the 'One Council' culture where employees are empowered, and go the extra mile. LFR aims to demonstrate our leadership in a consistent, confident and values-based manner. Our leaders need to be able to engender trust in the decisions they make, create a compelling vision and take people with them. LCC has set the following leadership objective:

*"To provide council wide leadership by role modelling and promoting the council's core values and behaviours, ensuring a high performing and engaged workforce to support the delivery of changes and challenges ahead".*

LFR leaders are expected to champion the Service values, demonstrate positive behaviours, use professional judgement, take responsibility and act in the best interests of the Service and the public. Overall we want our people to be authentic in everything they say and do. LFR aligns our leadership and management development to that contained within the LCC leadership development programme.

The first element, targeted at all managers, consists of Managers' Induction E-learning and Managers' Essentials E-learning and face to face courses. The Leadership for Change Programme is targeted at middle managers and above and comprises Mind Tools, Masterclasses, Mentoring and Action Learning.

In addition LFR offers access to the following National programmes:

- Cross Sector Leadership Exchange (CSLE) Leading without Boundaries Programme (open to substantive Station Managers or equivalent)
- CSLE Strategic Impact Groups and Leading into the Future Programmes (open to Group/Area Managers and equivalent)
- Executive Leadership Programme (open to substantive Group Managers or equivalent and above)

Further work is required to develop 'distributed leadership' ie ensuring appropriate leadership is shown at all levels of the organisation. *This will be informed by the development of the National Fire Chiefs Council (NFCC) Leadership and Management Development Strategy.*

LFR is committed to demonstrating leadership in equality and diversity and sits on the LCC Corporate Diversity Steering Group together with other LCC managers and elected members. We have recently established an LFR Wellbeing and Inclusion Board comprising the Chief Fire Officer, Portfolio Holder, Area Managers and Representative Bodies to oversee Service progress against the IFSG Improvement Strategies, staff survey and MIND Blue Light Action Plan. We have adopted the FRS Memorandum of Understanding on Equality and Diversity and will ensure all senior managers have undertaken 'Unconscious Bias' training.

LFR has regular engagement with our representative bodies at both informal and formal level. We have had positive results in the use of joint working groups resulting in local agreements on duty systems and working practices. This has enabled a more coherent approach to leading change and better engagement with staff.

## **6 MEASURING SUCCESS**

We measure our success against a number of key indicators which we report on monthly through our internal performance board. The data is reflected on our management tools and actions to improve performance captured within our Service Plan as updates. Further detail can be found in our Evaluation Framework

## **7 LEARNING FROM OUR ACTIVITY**

Improvement is one of LFR's four core values. To drive improvement across the Service, we are committed to reviewing all our activity, and learning from it. To support this emphasis we have created an Evaluation Framework to underpin Our Community Plan. This sets out how we will evaluate and learn from all our activity.

Our People Framework informs our annual Service Planning activity, determining specific projects and initiatives to focus on in addition to ensuring normal day to day service delivery is maintained. Each Service area is dependent on each other for ensuring LFR's achievement of its objectives and the People Framework is core to this achievement.

Our quarterly Performance Management Board considers our performance against the People elements of the Service Plan and publicises any remedial action or circulates praise and thanks as appropriate to staff via station visits and staff briefing sessions.

LFR has been successful in maintaining Skills for Justice accreditation of our Training and Development Quality Assurance and qualified for the Skills Mark for both our Recruit and Operational Command training courses. Our Service Assurance Department undertakes Internal Audits against our Departmental and Service standards together with specific Themed Audits agreed by Service Management Board. We can also request additional independent Themed Audits through LCC Audit Department.

Feedback from the Operational Learning Board is publicised via a Safety Flash or Service Action Note, the reading of which is recorded on our Learning Management System. These are, in time, included in revised training packages to ensure continuous improvement in learning and development.

Organisational learning from grievance, discipline and capability management is obtained within our monthly HR case meetings and feedback provided to individual managers or informs management development training.

We attend regional and national meetings to share and gather good practice and to consider collaborative initiatives to make best use of time and resources. We also take part in the CFOA Management of Attendance benchmarking data.

LFR supports the LGA Operational Assessment and Fire Peer Challenge process. We also welcome the introduction of the NFCC Professional Standards and feedback from Her Majesty's Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS).

## 8 PROVIDING VALUE FOR MONEY

We are committed to ensuring our activities are delivered in a cost effective manner. The efficient delivery of Our Community Plan will be supported by this Framework, and providing value for money will be considered in all key decisions.

Our workforce comprises the largest expenditure in LFR's budget. Our workforce planning and establishment levels are monitored in the monthly Internal Resourcing Board. Our Job Evaluation schemes ensure that appropriate rates of pay are maintained for each position/role. Any increase in establishment will normally require a business case approved by Service Management Board.

Our training is largely delivered in-house and we ensure full utilisation of this capacity by offering commercial training to other Fire and Rescue Services and external organisations. Furthermore we make use of associate instructors and relief staff to assist in service delivery without unnecessarily increasing permanent establishment.

Further detail on budgetary management can be found in our Resourcing Framework.

## 9 SUMMARY OF RESOURCING TO OUR RISKS

Our Community Plan drives the strategies we will adopt to mitigate the identified community and corporate risks. It enables us to match our resources to risk, and individuals to interventions and is used to effectively develop further detailed plans, such as our annual Service Plan. Our People Framework aims to mitigate the following Corporate Risks.

RISK	RISK TYPE	RESPONSE STRATEGY
1	Failure to maintain and develop the competencies and skills of the workforce	We have developed a maintenance of competence system including an annual training plan based on the Oxford model. Our PDRPro system enables us to identify any shortfall in competence and take appropriate action. Our training content is being reviewed to ensure we meet National Operational Guidance and training delivery is monitored and assessed.

2	Failure to maintain adequate equality and diversity policies	We monitor and impact assess our policies and changes to service deliver. Our EDI champion and sponsor work with LFR to ensure everybody feels comfortable being themselves at work and that all sectors of our community are considered in the delivery of our service. Learning from our Staff Survey is incorporated into our Wellbeing and Inclusion action plan. We intend to re-launch our values-led approach to our service culture when current Covid19 restrictions are eased.
3	Failure to maintain an appropriately structured workforce	Our workforce planning process identifies the staffing requirements of the Service and our OD strategy monitors and manages the recruitment and development of our personnel. Service Management Board reviews the organisational structure and endorses business cases for additional/changes in staffing as required
4	Failure to ensure effective financial and performance management in the planning and delivery of Service activities	Our management development programme is being developed to provide better skills and knowledge to undertake these functions
5	Failure to ensure appropriate safeguarding procedures are in place	Safeguarding training is a mandatory requirement for all LFR personnel.
5	Failure to respond to a major disruption of service <sup>4</sup>	Our Business Continuity Staff Shortage plan has been reviewed as a result of the Covid19 emergency and LFR makes use of the flexibility of our on-call personnel, relief workers and volunteers to ensure we can maintain an assured level of response.
7	Failure to manage and discharge health and safety responsibilities effectively	Risk assessment is a key factor trained throughout our LFR careers. Our management development programme is being developed to provide better skills and knowledge to undertake this function.
8	Failure to communicate and consult with all internal and external stakeholders	Service policy and regular meetings/engagement with Trade Union representatives and staff ensure issues are identified and acted upon at an early stage.

<sup>4</sup> Resulting from staff shortage,

9	Failure to identify and engage with partners, both locally and nationally, to deliver efficiencies and ensure effective inter-service and inter-agency operations	Our engagement with regional, national and local Blue Light services ensures that we can learn from and contribute to wider organisational development. This may include collaborative training, exercising or peer review of functions.
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## APPENDIX A - WELLBEING AND INCLUSION FRAMEWORK

### INTRODUCTION

Over the past two years there has rightly been an increased focus on the wellbeing of staff within Fire and Rescue Services (FRS) with a number of National initiatives being introduced to help improve the wellbeing of staff. These have included initiatives such as the promotion of the MIND Blue Light Programme<sup>5</sup> and the development of the NJC Inclusive Fire Service Group (IFSG) Improvement Strategies. Acknowledging that Lincolnshire Fire and Rescue (LFR) already has a number of mechanisms in place to support our staff, it is important that we maintain a coherent approach to improving wellbeing and inclusion within the workforce.

LFR's vision for the wellbeing and inclusion of its people is '*a healthy, happy and resilient workforce*'. This framework is designed to support delivery of that vision. It is an integral part of LFR's People Framework.

### AIM

Our aim is to create a supportive and inclusive environment which promotes and encourages the health, happiness and resilience of our staff. We will do this by:

- Creating an accessible toolkit which unifies the policies, resources and advice which exists to support the wellbeing of staff
- Raising awareness of Equality, Diversity and Inclusion issues and initiatives
- Raising awareness that we all have a responsibility for improving our health and wellbeing
- Equipping managers with the necessary knowledge and skills to support improvements in workforce health and wellbeing
- Adopting an inclusive approach to developing wellbeing related activities, seeking ideas and commitment from all staff
- Overcoming barriers to inclusivity and wellbeing, including breaking down cultural barriers that prevent people accessing support or services
- Seeking feedback from our workforce to inform and shape future strategy, policies and procedures
- Linking in to regional, national and local collaborative wellbeing activities and resources and sharing best practice
- Regularly reviewing our framework, policies and procedures to ensure they remain relevant and conducive to a wellbeing culture

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<sup>5</sup> MIND is a mental health charity offering information and advice to people with mental health problems. It also works to raise public awareness and understanding of issues relating to mental health

## APPROACH

Our wellbeing and inclusion framework comprises a number of key pillars as shown in Appendix 1. These include:

- Culture
- Equality, Diversity and Inclusion
- Family and Social
- Mental Health
- Fitness, Health and Nutrition
- Occupational Health and Rehabilitation

Taking into account the views of our staff<sup>6</sup>, a Wellbeing and Inclusion Action Plan has been developed around these pillars in order to deliver our vision. Our broad approach, which will support both short and long term improvement includes:

- Implementing the LFR Wellbeing and Inclusion Action Plan (to include our IFSG Improvement Strategy Action Plan)
- Implementing the Blue Light Workplace Wellbeing Charter Framework<sup>7</sup>
- Developing a network of Wellbeing and Inclusion champions across the Service
- Promoting the wellbeing activities and resources available to our staff
- Seeking feedback through a variety of methods including online surveys and focus groups
- Considering how to resolve issues through engagement with staff
- Developing a programme of events throughout the year
- Developing and delivering an annual wellbeing communication strategy
- Building wellbeing and inclusion into our Management Development Programme
- Building links with partners, utilising their expertise and best practice where possible

## RESPONSIBILITIES

To ensure the effective implementation of this framework we have identified the following roles and responsibilities:

**Wellbeing and Inclusion Board** - the Wellbeing and Inclusion Board will oversee the development, implementation, monitoring and evaluation of the Wellbeing and Inclusion Framework. The Board will be chaired by a Brigade Manager and consist of representatives from all groups within the organisation. Terms of Reference for the Board are in Service Order 1.

**All Managers** - Managers at all levels are responsible for ensuring that staff are kept informed of workplace health and wellbeing policies, programmes and any services provided. They also

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<sup>6</sup> Initially from the 2017 staff cultural survey and E&D focus groups involving representatives from across the Service

<sup>7</sup> The Blue Light Workplace Wellbeing Charter Framework has been developed to support the health and wellbeing of police officers and is supported with resources at [www.oscarkilo.org.uk](http://www.oscarkilo.org.uk)

have responsibility for ensuring that those policies and programmes are effectively implemented and monitored.

**Wellbeing and Inclusion Champions** - A wellbeing champion will be identified for each of the pillars within the framework to help develop and deliver specific actions within that area.

**All Staff** - The focus of this framework is on ensuring the health, wellbeing and inclusion of all staff. It is the responsibility of all staff to help shape the ongoing development and implementation of our framework.

**Representative Bodies** - Representative bodies are part of the membership of the Wellbeing and Inclusion Board. In addition, they also have a significant role to play in cascading information to staff throughout the organization.

## **SUPPORTING STRUCTURES AND PROCESSES**

LFR will seek to deliver its commitment to maintaining and developing the health, wellbeing and inclusion of its staff through:

- Supportive leadership and management at all levels that is fully committed to delivery of this framework
- Promoting a culture which is open and inclusive and where everyone feels welcome, comfortable, engaged and involved
- Active participation of staff in identifying their own specific needs and developing suitable plans to address them
- Provision of a comprehensive coordinated range of policies, programmes and services that focus on health promotion, protection and prevention
- Workplace environments that are safe, healthy and pleasant, thus supporting our staff to undertake their work

## **MEASURING OUR SUCCESS**

We want the feeling of wellbeing and inclusion within our workforce to improve and whilst recognising this can be difficult to quantify, we will use the following approaches to measure our success:

- Future staff survey responses
- Number of visitors to our wellbeing intranet pages
- Attendance at wellbeing activities
- Improvements in fitness assessment results
- Absence levels, reasons and trends
- Use of employee support initiatives
- The Blue Light Wellbeing Framework Self-Assessment
- Progress against the IFSG Improvement Strategies and national benchmarking exercises

**Lincolnshire Fire and Rescue - Wellbeing and Inclusion Framework**  
 Vision - A Healthy, Happy and Resilient Workforce

Culture	Equality, Diversity and Inclusion	Family and Social	Mental Health	Fitness, Health and Nutrition	Occupational Health and Rehabilitation
<b>Aim</b> - to embed our Service values and continue to build on our positive organisational culture	<b>Aim</b> - to promote an inclusive culture where everyone feels welcome, comfortable, engaged and involved	<b>Aim</b> - to promote an inclusive, family friendly environment  To see our opportunities to build relationships through social interaction	<b>Aim</b> - to raise awareness and promote understanding of mental health problems  To provide advice and support to anyone experiencing a mental health problem	<b>Aim</b> - to promote a fit, healthy and resilient workforce.  To raise awareness of nutrition and promote opportunities for keeping fit and healthy	<b>Aim</b> - to provide rehabilitation guidance and support to help staff to recover from sickness/injury and support their return to work.

**Wellbeing and Inclusion Action Plan**  
 Developed by Wellbeing and Inclusion Board and delivered through SDB

**Wellbeing and Inclusion Toolkit**

Policies	Policies	Policies	Policies	Policies	Policies
Advice and Guidance					
Support Services					