

LINCOLNSHIRE FIRE & RESCUE

EVALUATION FRAMEWORK

2020 – 2024



Lincolnshire
COUNTY COUNCIL
Working for a better future



CONTENTS

1	INTRODUCTION	3
2	WHY DO WE HAVE AN EVALUATION FRAMEWORK?	4
3	OUR AMBITIONS	5
4	OUR OBJECTIVES	6
5	HOW WE WILL ACHIEVE THIS	6
	5.1 Evaluation principles	6
	5.2 Evaluation development	7
6	MEASURING SUCCESS	8
7	LEARNING FROM OUR ACTIVITY	9
8	PROVIDING VALUE FOR MONEY	9

1 INTRODUCTION

Lincolnshire Fire and Rescue (LFR) provides an emergency service to the communities of Lincolnshire's 740,000 residents and visitors; our services: Prevention, Protection and Response Frameworks are encompassed in our Integrated Risk Management Plan (IRMP).

Our IRMP is a long-term plan which outlines LFR's assessment of key risks to both our communities and the organisation itself. The IRMP drives the Frameworks we will adopt to mitigate those risks. The approach enables us to match our resources to risk, whilst complying with a range of national policies and procedures¹.

The primary purpose of evaluation, in addition to gaining insight into prior or existing initiatives, is to enable reflection and assist in the identification of future change. As a result an effective and cohesive Evaluation Framework is a key part of our service delivery. To put it plainly, unless we are clear of the outcomes of our actions and the benefits to the community and staff then why are we doing them?

The Service has operated under a performance culture for many years, outlined in:

- Service Order 60: Performance Information and Data
- Service Order 56: Service Planning and Performance
- Service Order 13: Integrated Quality Assurance

Measuring the effectiveness of our plans and the outcomes we achieve is a key component of the planning process. Within our performance management framework, progress will be reported formally on a quarterly basis to:

- LFR Performance Management Board (PMB)
- Members of the Public Protection and Communities Scrutiny Committee

This Framework will be refreshed annually to ensure it remains fit for purpose and will be the key document which enables data driven decisions to be made 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.

This process will ensure we direct our resources effectively by employing a number of supporting Frameworks (Response, Prevention and Protection, People, Resourcing and Evaluation) designed to mitigate those risks arising from our IRMP in 'Making our Communities Safer, Healthier and more Resilient'.²

¹ Fire Service Act 2004, National Framework Document 2004, Civil Contingencies Act 2004

² Lincolnshire Fire and Rescue's Annual Service Plan

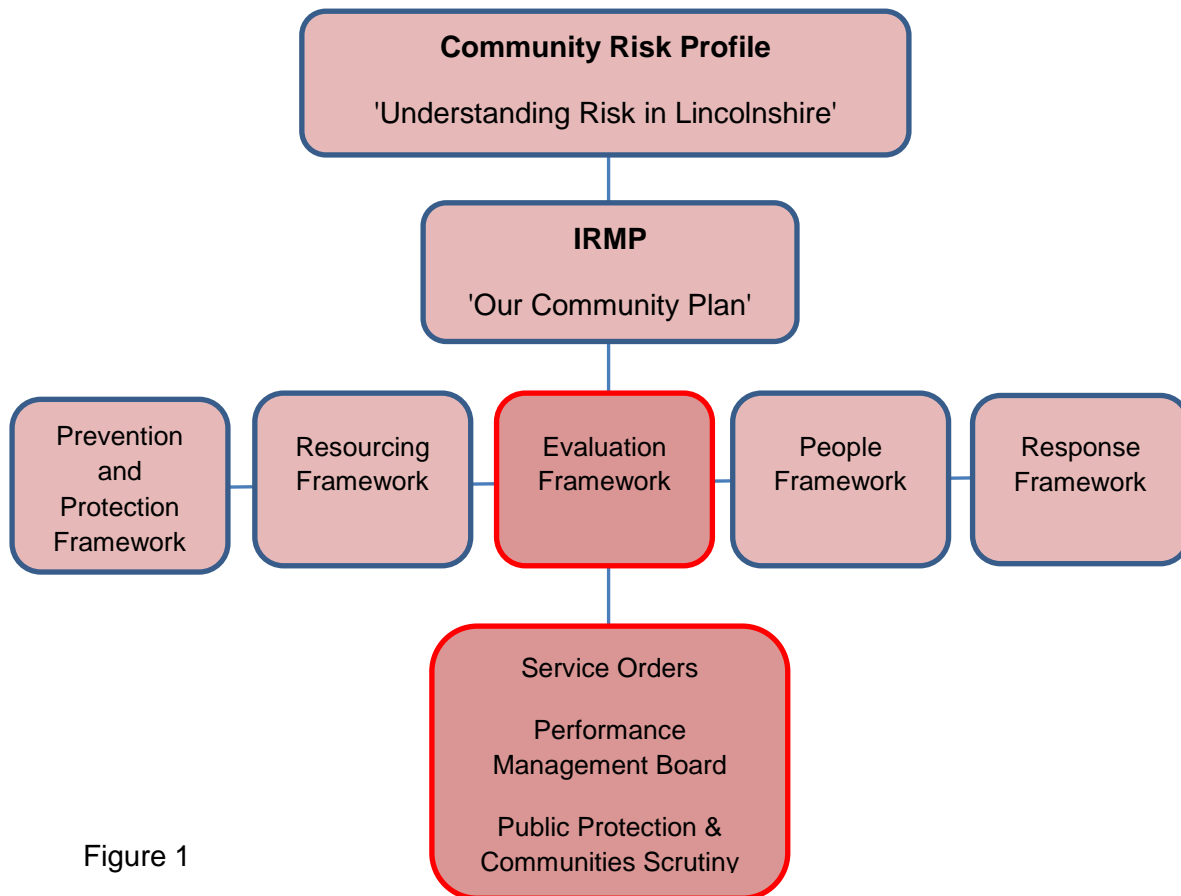


Figure 1

2 WHY DO WE HAVE AN EVALUATION FRAMEWORK?

The aim of our Evaluation Framework is to make sure we are actively reviewing our measurable objectives to ensure the outcomes we focus on as a service are being delivered in the most efficient and effective manner.

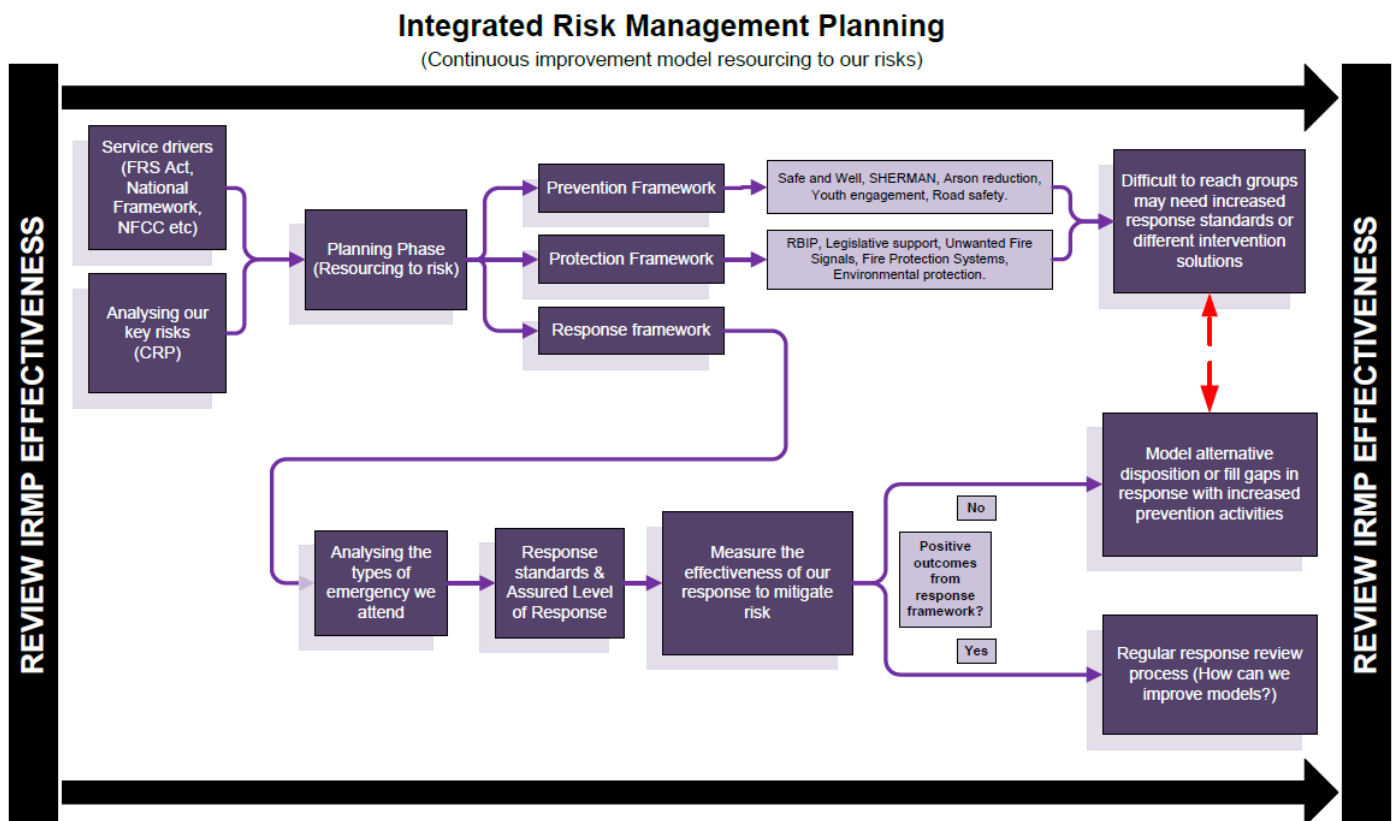
The Framework outlines how LFR will carry out its statutory and legislative responsibilities, utilising sector leading methodology, within its current financial constraints.

The information and data on which our suite of Frameworks and the IRMP are built, provide baseline information on which we are able to ascertain, over time, the effectiveness of our blended approach to mitigation of our risks.

Specifically this Framework aims to provide clarity on how the process of IRMP is reviewed and refined on a constant basis with the intent of making LFR a dynamic learning organisation.

LFR will have regard to the Fire and Rescue National Framework for England publicised and updated by the current government which sets out the Government's priorities and objectives for Fire and Rescue Authorities.

LFR is committed to developing our Evaluation products in line with national best practice and will use sector support to help build in-service capability over the life of the IRMP.



3 OUR AMBITIONS

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

- We aim to improve or analysis of data to become more effective and efficient.
- We aim to ensure our community has a clear understanding of our performance.
- We aim to develop a learning organisation.
- We aim to ensure our measures are aligned to the outcomes the public expects from their Fire and Rescue service.
- We aim to ensure we have data-driven methodology which allows the service to remain agile over the life of the IRMP and react to emerging risks to our delivery models.
- We aim to support continuous improvement throughout the organisation.

4 OUR OBJECTIVES

LFR has set the following evaluation objectives for 2020-24:

- We will provide clear strategic aims with outcomes which can be measured throughout the supporting Frameworks and Service Plan.
- We will report progress against targets within the Service Plan on a monthly basis to Performance Management Board.
- We will highlight areas of concern to the Corporate Leadership Team.
- We will report to the Public Protection and Communities Scrutiny Committee bi-annually on service performance.
- We will provide robust systems to enable regular reporting of performance data.
- We will retain sufficient, professional, competent and knowledgeable staff within the performance team.
- We will measure activity through a suite of appropriate national and local performance indicators and qualitative assessment.
- We will maintain performance management and reporting systems to ensure up-to-date information is available to the end user in a timely manner.
- We will retain service data in a cleansed format for appropriate timeframes in a secure manner.
- We will ensure we collaborate with other blue light services and Lincolnshire County Council partners to inform best practice and to improve our ability to measure success.
- We will carry out annual assessment of evaluation activity.
- We will collate and provide annual report suggesting options to improve efficiency and effectiveness against all measures.
- We will learn from our operational activity (through the Operational Learning Board) and our wider service activity (through the Service Delivery Board)

5 HOW WE WILL ACHIEVE THIS

5.1 Evaluation principles

We will use the following guiding principles in our approach to evaluation:

- **Systematic Inquiry:** we will conduct systematic, data-based inquiries about whatever is being evaluated. This requires quality data collection, including a defensible choice of indicators, which lends credibility to findings. Findings are credible when they are demonstrably evidence-based, reliable and valid.

The information obtained by evaluation will be comprehensive and timely, and thus serves to provide maximum benefit and use to stakeholders.

- **Transparency:** we will evaluate our activity in a clear transparent manner. In developing a learning organisation we want all our staff to be open to feedback, so transparent evaluation activity is key. Transparency will be ensured through all audits, reviews and plans.
- **Integrity/honesty:** evaluators ensure the honesty and integrity of the entire evaluation process. A key element of this principle is freedom from bias in evaluation and this is underscored by three principles: impartiality, independence and transparency.

5.2 Evaluation development

LFR is committed to improving how it evaluates its processes and performance. The following will be developed during the lifecycle of Our Community Plan 2020-24 to give us improved evaluation processes.

5.2.1 Peer review process development

During the lifecycle of Our Community Plan 2020-24, LFR will develop a peer review process with neighbouring and similar demographic Fire and Rescue Services. Having external scrutiny and feedback on our processes and performance, will assist our development of a learning organisation.

Peer reviews will be developed using a methodology aligned to Her Majesty's Inspectorate for Constabulary and Fire and Rescue Services (HMICFRS). This will provide a measure of performance against the judgment criteria used by HMICFRS, and will drive improvement through internal action plans.

5.2.2 Internal audit department

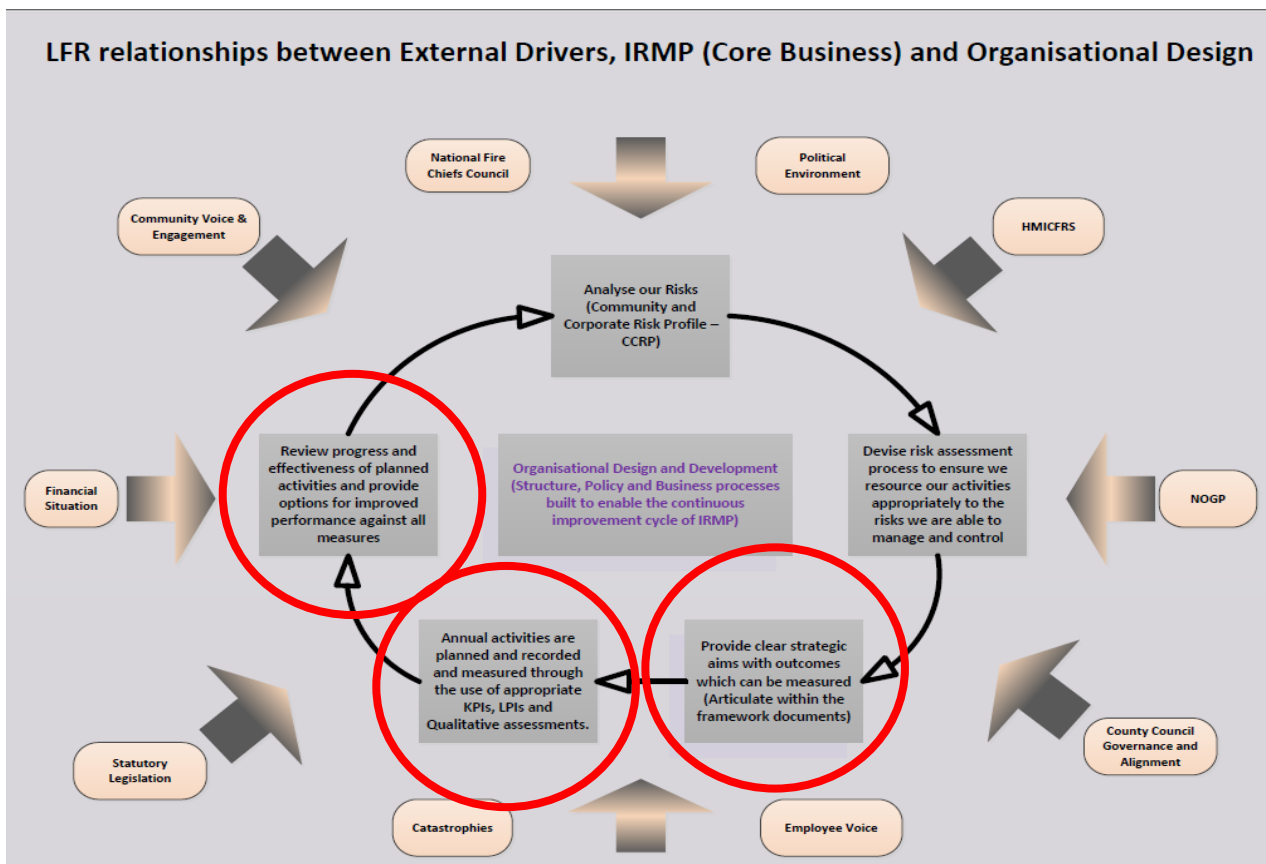
The internal audit process will be developed and updated for both station and department audits. The assurance department will refresh the audit criteria to ensure the process is more effective at evaluating current standards and performance of stations and departments. The criteria will be updated to provide better alignment with HMICFRS methodology.

All stations and departments will be audited annually by a manager from another department to ensure objective assessment. The results of audits will be collated centrally and reviewed for any trends in performance or standards.

5.2.3 External evaluation of prevention activity

LFR is committed to improving its evaluation of prevention activity. During the lifecycle of Our Community Plan 2020-24, the Service will commission an external evaluation of our prevention activity by The University of Lincoln. This work aims to provide a greater understanding of the impact our prevention activity has. The results of the review will be used to review the Prevention and Protection Framework.

6 MEASURING SUCCESS



We produce an annual Service Plan which provides the detail on how we will deliver our supporting Frameworks along with forming a key aspect of department planning which will be linked to individual Personal Development Reviews.

This process will ensure we have a golden thread of activity in creating a performance management culture. This is managed as part of our performance structure with focus on the work being completed by our teams along with any collaboration we are involved in.

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.

7 LEARNING FROM OUR ACTIVITY

Improvement is one of LFR's four areas of focus. 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 this Evaluation Framework to underpin Our Community Plan 2020-24. This sets out how we will evaluate and learn from all our activity.

Running through our Frameworks are a number of ambitions and objectives which enable the service to measure our success against our intended outcomes. These objectives form the basis of our performance measures and will be reviewed on an annual basis.

8 PROVIDING VALUE FOR MONEY

LFR is committed to ensuring our activities are delivered in a cost effective manner. The efficient delivery of Our Community Plan 2020-24 will be supported by this Framework, and providing value for money will be considered in all key decisions. The Evaluation annual report will help inform the service of ways to improve activities to provide better value for money.

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