

**LANCASHIRE COMBINED FIRE AUTHORITY  
PLANNING COMMITTEE**

Meeting to be held on Monday 19 March 2018

**ANNUAL SERVICE PLAN 2018/19  
(Appendix 1 refers)**

Contact for further information: Deputy Chief Fire Officer Justin Johnston  
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**Executive Summary:**

This year's Annual Service Plan continues to provide LFRS with the platform to highlight the priority activities that the Service intends to deliver over the upcoming year.

The year ahead promises further transformation in the way we work where it allows us to improve services for our communities, reduce risk to vulnerable people and provide more value for money. The skills, resilience and dedication of our staff enable the Service to lead the way forward, rather than waiting to be pulled along by the Government's reform agenda.

Our financial position remains stable and secure, with reserves in place to offset the majority of financial challenges that lay ahead. We have an excellent track record on efficiency savings and will continue to look for ways to be more efficient to allow us to keep re-investing in service improvements.

A draft of the final format is near completion and will be published by April.

**Recommendation:**

The Planning Committee is asked to note and endorse the report.

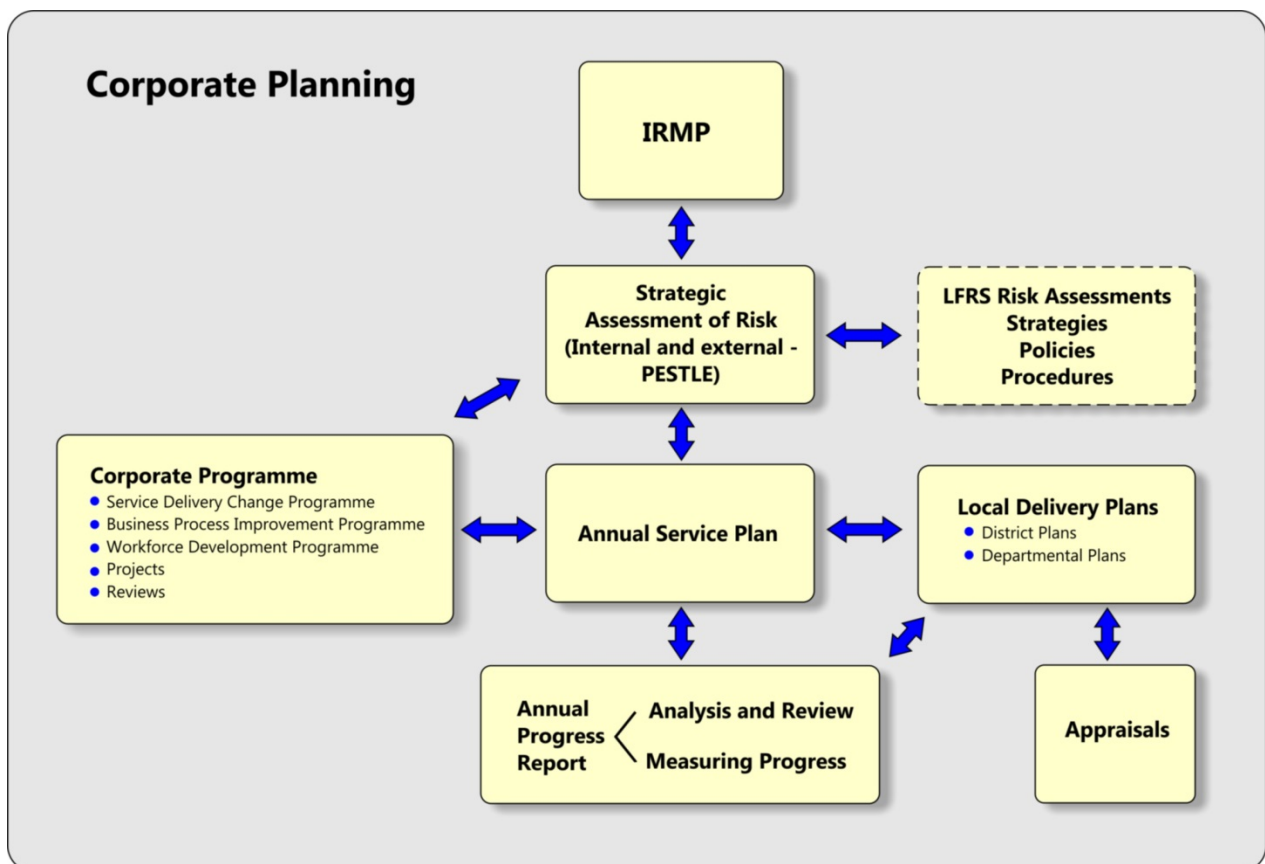
**Background**

The Annual Service Plan is a core part of our planning framework which sets out the activities we intend to deliver during the next 12 months and is built around the Service's 4 corporate priorities that are detailed in the Integrated Risk Management Plan (IRMP).

1. **Preventing** fire and other emergencies from happening and **Protecting** people and property when fires happen
2. **Responding** to fire and other emergencies quickly and competently
3. **Valuing** our people so they can focus on making Lancashire safer
4. **Delivering** value for money in how we use our resources

## Role in the planning framework

The Annual Service Plan sits at the heart of our framework and informs activity that will be led across the Service as well as locally within district plans. Activities that we plan to deliver also inform our staff performance appraisal so that all staff understand our plans and are involved in helping to deliver our key activities. The following diagram, taken from our IRMP, demonstrates this process.



As in previous years, detailed under each corporate priority is a series of priority activities. This year's plan also provides a brief description of each item to give further clarity and context. This ensures that all staff and the public are informed of the changes and activities the Service aims to progress and how these items fit within our priorities. This provides the opportunity for the Service to ensure that we continue to provide transparency and visibility of our plans in a clear concise format. The governance arrangements for delivery of the Annual Service Plan will continue to be monitored through the Service's Corporate Programme Board.

We now have a much clearer picture of what the Government's Fire Reform programme involves:

- Efficiency and collaboration;
- Transparency and accountability;
- Workforce reform.

In 2017, Lancashire Fire and Rescue Service maintained a secure financial position

and stable environment which enabled us to keep investing in people, training and equipment. As a result, our action plan this year involves activities to further improve in these areas.

A draft of the final text is attached at Appendix 1 and will be developed in readiness for publishing by April. The below table sets out the list of activities that will be contained within the plan.

**Preventing fire and other emergencies from happening, protecting people and property when they happen and responding quickly and competently**

- Evaluate tools to strengthen our response
- Strengthen our operational assurance
- Integrate water towers into our fleet
- Replace incident command units
- Emergency Services Network (ESN)
- Optimise availability of front-line services

**Valuing our people so they can focus on making Lancashire safer**

- Develop a strong organisational culture where our values are understood
- Encourage and listen to employee voice
- Develop our leaders
- Promote equality, diversity and inclusion within the Service
- Expand apprenticeship opportunities
- Build a strong and resilient workforce

**Delivering value for money in how we use our resources**

- Invest in training and equipment
- Collaboration with Lancashire Constabulary
- Property collaborations and co-location
- Information management strategy

## **Business Risk**

The Annual Service Plan forms an integral part of the Service's corporate planning process. It sets and communicates a clear strategic direction of travel for the next 12 months. The provision of such a document ensures that proper business planning takes place.

## **Sustainability or Environmental Impact**

None

## **Equality and Diversity Implications**

The Annual Service Plan will be available in alternative formats on request. This year's plan contains the specific action of further embedding equality, diversity and inclusion.

## **HR Implications**

None

## **Financial Implications**

The Annual Service Plan will be made available on line. However, hard copies will also be made available to staff as part of our efforts to improve staff engagement and further develop leadership capability.

## **Local Government (Access to Information) Act 1985 List of Background Papers**

Paper	Date	Contact Justin Johnston Tel. 01772 866801
Reason for inclusion in Part II, if appropriate:		