

Status of Report: Public

Meeting: Corporate Governance Committee

Date: 23 July 2024

Subject: Service Development Programme and 'CRMP 2024-2028' Actions

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For: Information

Purpose

1. The purpose of this report is to inform the Corporate Governance Committee (CGC) of progress made since November 2023 in the delivery of projects within the Service Development Programme and the actions included in the Community Risk Management Plan (CRMP) 2024-2028.

Recommendation

2. The Corporate Governance Committee is asked to note the progress made since November 2023 in the delivery of projects within the Service Development Programme and the tasks that are included in the CRMP 2024-2028.

Executive Summary

3. Progress is reported in respect of ten projects that are currently in various stages of development or implementation. The report also includes progress against the 29 actions identified within the five Service strategies in the CRMP 2024-2028.

Background

4. A summarised update is provided on the status of the projects that are currently being delivered by staff and officers.

Service Development Programme - Project Updates

Views Replacement

5. The project will replace the decommissioned 'views system' previously used for performance management and will seek to implement additional planning, risk management and project monitoring capability.
6. The performance reporting deliverable of the project is now embedded within the Service. The BI Analyst and BI Developer are developing dashboards on

request whilst continuing to work with ICT on importing data from other sources e.g. SharePoint.

7. Development has commenced on utilising a new project management template within to facilitate project site creation. Work has also commenced on how better to use systems to track progress and report on projects. Further work is also continuing on providing a standard replacement for department plans.

FireWatch Project

8. This is a project to develop and improve the functionality of FireWatch, the HR and personnel recording system.
9. Work to introduce operational competence recording in FireWatch – specifically in relation to station-based training and maintenance of competence has been completed. Other elements of the project are currently paused pending the outcomes of SLT discussions regarding the approach for the HR and crewing system and the commencement of the digital transformation project work.

Fleet Replacement Project 2022-2024

10. This project now includes: seven new appliances, the provision of Variable Response Vehicles (VRVs), ten electric vans and the replacement of the estates and workshop vans.
11. 'Sign off' of 4 new appliances took place on the 20 May 2024. Delivery of those vehicles is imminent. The remaining 3 had their final inspection during the week commencing 10 June. It is expected that all 7 appliances should be in Service around the end of June 2024.
12. 11 electric vans (Toyota Pro-ace long wheelbase) have been ordered for the Community Safety department to replace the existing electric and diesel vans. A number of vans will be relocated so that the oldest most used will be disposed of. Two Workshop vans (diesel) have also been ordered. It is anticipated that all vans will be delivered during August/September 2024.
13. 32 flexi duty cars and 3 Director cars have been ordered. All vehicles are Ford Kuga petrol hybrids and include one for driver training. The vehicles are likely to be delivered during August 2024.
14. The VRVs will be relocated to their new stations from July 2024. Evaluation work is ongoing with the stations currently using the vehicles.

Contaminants Project

15. The project will oversee the implementation of tasks, identified from several sources, in relation to reducing the potential impact of contaminants on staff, partners and members of the public who are in contact with effluents during or following fire related incidents.

16. Most of the deliverables have been achieved within the current stage of the project. A Highlight Report was approved by May 2024 TMT outlining those achievements and which elements are still to be completed by the revised stage 3 end date of 31 July 2024.

Market Bosworth Station Refurbishment Project

17. The project will implement the refurbishment of Market Bosworth Fire Station.
18. Work on the station have been successfully completed, with the finished building being handed over to the Service for occupation. Work to resurface the yard is the main outstanding task and will be completed over the next few weeks. An opening ceremony has been planned for the 9 July. The project closure report will be presented on completion of the final task and following payment of final invoices. This is expected to be by the end of August 2024.

Water Rescue Capability Uplift Project

19. This project will carry out a trial to identify suitable equipment and specialist PPE before facilitating additional water rescue capability at Loughborough, Birstall, Oakham and Wigston. The project will also remove current water rescue capability from Castle Donnington and Market Harborough.
20. Some of the deliverables within Stage 2 of the project, which was primarily the introduction of water rescue capability at Loughborough Station have been delayed. Difficulties have been experienced completing the required training due to the adverse weather conditions experienced over recent weeks. A summary of the activities, options and recommendations to progress the project were included within an exception report approved by May TMT. A hybrid approach will be utilised using a mixture of outsourced training for those personnel that require all 4 days of training. Those that require less days will be trained by LFRS T&D staff at an alternative venue to be sourced and delivered during May and June. Stage 3 of the project is therefore due to be completed by the end of June 2024.

Replacement Mobilising System Project

21. The Service has contracted with Motorola to provide a cloud based mobilising system to replace the current Systel system. This will be a Leicestershire standalone solution moving away from the existing Tri Service arrangement.
22. The project continues to progress well with all of the stage 2 and 3 deliverables completed. Full details are included in the Highlight Report submitted as Appendix B. The PID and staging will need to be revised once the current work packages are complete. This will be completed in July and presented to August 2024 TMT. The project is still on schedule to be successfully delivered in October 2024.

LFRS Website Project

23. This project will revitalise the LFRS website. The system has been successfully built and is currently having the content uploaded. The stage 2 end stage report was approved by May 2024 TMT, with system testing and user acceptance testing moving to Stage 3 alongside the training and launch of the new website. The project is now due to be completed by the end of August 2024.

Eastern Station Refurbishment Project

24. A project to refurbish the buildings and facilities at Eastern Fire Station to provide a modern fit for purpose fire station to serve the local community.
25. Stage 1 involves creation of the design specification and appointment of a contractor for the works. Tenders from 5 contractors were received and opened on 3 May 2024. Unfortunately, the quotations received were more expensive than the building consultants working for us had estimated. A process of value re-engineering has taken place with the preferred contractor to see what saving can be made. An exception report, containing 4 options and a recommendation has been created and will be submitted to SLT (due to exceeding TMT tolerances) to decide on the way forward.

Application Tracking System Replacement Project

26. A project to replace the current Application Tracking system (TAS).
27. The supplier procurement stage has been completed with The Hire Lab being the chosen supplier. A plan has been agreed and is currently being implemented for migrating to the new system. A stage 1 End Stage Report is submitted as Appendix A. Stage 2 which includes the build and test is due for completion by the end of June 2024.

CRMP Actions 2024-28**Safer Communities Strategy - Actions to deliver the 'Aim' of: Fewer incidents with reduced consequences.**Collaborate and work with partners to reduce the risk to our communities.

28. Operational Assurance department have worked with Leicestershire Police to facilitate mobilisation of a fire NILO (National Interagency Liaison Officer) to be deployed to Police HQ Control Room in the event of a major incident or marauding terrorist attack. This work has arisen from recommendations from the Manchester Arena Inquiry which have been published to improve the multi-agency response to significant incidents. Further work has involved Fire Control sharing standardised fire survival guidance with East Midlands Ambulance and Leicestershire Police to align advice on evacuation from high rise premises. This work is linked to the Grenfell Tower Inquiry recommendations.

29. Operational Assurance have undertaken work which is still ongoing to provide enhanced guidance and support if our staff become engaged with a person in crisis, such as a threat of suicide. Incidents attended by the Fire and Rescue Service have increased in this area and joint work with Leicestershire Police and our own Health and Wellbeing team to provide a number of seminars on the subject.

Continue to implement an effective Fire Protection Risk Based Inspection Programme for commercial buildings.

30. For 2024-25 Fire Protection has sets its target for the Risk Based Inspection Programme at 1,080. For the first time managers working within Response will complete a small percentage of these planned audits. Fire Protection are ahead of target with 234 Audits completed in the first 2 months of the year. Early evidence indicates a continued increase in enforcement activity, evidencing that the correct premises continue to be targeted with 40 plans and enforcements being issued.

Continue to implement an effective programme of Home Safety Check visits to reduce domestic dwelling fires.

31. We will continue to deliver a comprehensive programme of home safety checks in people's homes, targeting most at risk. Adopting the NFCC National Person centred framework which encourages fire and rescue services to work in partnership with others to address the underlying causes of fire fatalities and injuries. To enhance this we will continue to work with our key partners to ensure we receive referrals for the most at risk groups within our communities and continue to prioritise referrals using a risk prioritisation model. In addition, we support community health and wellbeing services by making referrals to specialist services for falls and frailty, alcohol consumption, crime prevention, smoking cessation and warm homes.

Continue to target and help those vulnerable to fire and rescue related incidents.

32. The Service will be offering domestic fire safety awareness training to raise awareness of fire safety issues in the home for those that visit vulnerable members of our community. The training encourages and will give confidence to a wide range of home visitors such as social workers and domiciliary care staff to identify potential hazards and other risks. Training will include information on how to refer on to the Fire Service for a home safety check.
33. A range of interventions is undertaken particularly targeting vulnerable road users. A new campaign was recently launched to increase the uptake on the bikerdown course. The 'Do it for Dave' campaign was launched at the National Motorcycle event at Birmingham NEC. The campaign increased the number of enrolments to the course, showcased at a national level and recognition locally for an award.

34. A FireCare scheme operates that sees our staff deliver a bespoke education programme working with young people and their families once fire setting behaviour has been highlighted or when a young person is showing unusual interest in fire. Work also continues with children and young people services to promote and develop the programme with leading experts in the field.

Improve community engagement and equality of access.

35. The focus when it comes to community engagement is to raise awareness, reduce risk and ultimately prevent incidents from ever taking place. Local intelligence and collaboration with partners is used to target our engagement, supporting large scale events and campaigns such as celebrate safely.
36. Working closely with corporate communications there is a commitment to continue improving the digital platform with updates to the website which will enhance accessibility. There is also ongoing engagement with our deaf community, with the use of technology applications to support virtual British Sign Language interpretation.

Response Strategy - Actions to deliver the 'Aim' of: Respond effectively to incidents.

Amend the crewing and fire engine allocation at the following stations to address the concerns of the Health and Safety Executive with the DCP duty system and meet the needs and demands of the communities:

37. Two of the six stations have now transitioned from DCP to a new 12 hour/12 hour duty system. Oakham was the third station to transition during June 2024 in line with the agreed timeline presented by the Senior Leadership Team.

Castle Donington - Change from DCP duty system to Day Crewed. Appliance crewed at night by combining the tactical response crews from Loughborough and Western Stations

38. The change from DCP at Castle Donington is scheduled for April 2025.

Loughborough - Introduction of an On-Call section and an additional appliance. Tactical Response Vehicle to relocate to Castle Donington at night.

39. The changes at Loughborough are scheduled for January 2025.

Western - Introduction of an additional Tactical Response Vehicle during the day, in addition to the existing appliance for additional prevention and protection work. Tactical Response Vehicle to relocate to Castle Donington at night.

40. The changes at Western are also scheduled for January 2025.

On completion of a trial, consider deploying Variable Response Vehicles (VRVs) to stations to either replace 'end of life' fire engines or Tactical Response Vehicles to improve appliance availability, flexible crewing arrangements or provide functionality

to greater suit local incident demand requirements, which may include wildfires and flooding incidents.

41. The VRVs were at Wigston and Market Bosworth Stations on a 6 month trial which finished at the end of June 2024. The vehicles have now moved to Central and Uppingham Stations for the next 6 month period of the 12 months trial. Once the trial is completed it will be evaluated and the data analysed. A decision will then be made on whether to introduce more VRVs and their potential locations.

Provide additional water rescue capability to two further Wholetime stations, increasing the total to five across the Service (Birstall, Loughborough, Oakham, Southern and Wigston) to meet the increasing risk and likelihood of flooding and water related incidents being experienced due to climate change.

42. An update on this deliverable is contained in section 18 and 19 above.

Internal and external education and process change to reduce the impact of contaminants on our staff and our communities.

43. An update on this deliverable is contained in section 14 and 15 above.

Finance and Resources Strategy - Actions to deliver the 'Aim' of: Deliver value for money quality services.

Successfully implement the five-year Fleet Replacement Plan.

44. Delivery of the plan is underway and on going. By the end of June 2024 the Service will have taken delivery of 7 x new fire appliances. 11 x new electric vans are on order and 35 x new Ford Kuga hybrids have been ordered to replace the Flexi Duty Officer Fleet.

Ensure our equipment is new or serviced regularly.

45. All of the operational equipment is serviced and maintained by Workshops in line with the manufactures recommendations. Equipment is replaced with the latest technology within the capital programme when it reaches end of life.

Successfully implement the five-year Estate plan of station improvements and refurbishments.

46. The 5 year Estates plan has been developed and is waiting approval by the CFA. The 2024/25 work identified within this plan will commence if approval is received.

Implement the ICT plan, reviewing and updating systems and processes (including cyber prevention activities).

47. The department has introduced a quarterly cycle of recovery testing, starting with scenarios around loss of power at key sites.

48. ICT have completed the build, security testing and Airwave Code of Connection around a segmented resilient network to support our new mobilising system, and also developed an MS SQL Azure-based “data hub” to facilitate integration between various systems. This system will provide real-time data integration between various Line of Business systems within LFRS and our new “cloud “ based mobilising system, provided by Motorola.
49. Completed the National Fire Chiefs Council (NFCC) CAF (Cyber Assessment Framework). This is a nationwide initiative led by the NFCC designed to ensure fire services have an appropriate cyber resilience posture.
50. Completed the rollout of M365 across the service and are working on embedding and upskilling our workforce to drive the efficiency benefits this new technology can enable.

Deliver improvements towards achieving the Government’s carbon reduction targets and our own commitment to sustainability.

51. Work with the Carbon Trust continues in order to develop an action plan which will identify and form a strategy outlining our pathway towards carbon efficiencies within the Service.

People Strategy - Actions to deliver the ‘Aim’ of: An engaged and productive workforce.

Deliver our Annual Equalities Plan and improve the diversity of our workforce.

52. The Annual Equalities Plan has been revised in 2024 and will run from 2024 – 2027 once approved by the Combined Fire Authority. The Plan details the Equality, Diversity and Inclusion (EDI) priorities for the Service for this period together with relevant objectives and actions associated to the priorities. Governance of the actions will remain the responsibility of the EDI Manager with management and ownership assigned to relevant departments, strategic and tactical Boards or meetings. The members of the Tactical EDI Forum will support the EDI Manager in delivering the priorities, objectives and actions as part of the Terms of Reference. One of the main priorities is to increase the diversity of our workforce across all under-represented groups throughout recruitment, retention and progression pathways.

Enhance our approach to employee engagement.

53. Staff Engagement sessions continue to take place which enables all individuals from across the Service to take part. They include an update from SLT as well as an opportunity for questions to be raised.
54. Director visits have been scheduled across all stations which aids in keeping updates frequent and again an opportunity for any questions to be raised.

55. Obtaining feedback following recruitment and promotion processes will be key to understand how we are performing as well as giving an employee voice. This approach is now embedded across the service.
56. Culture surveys were conducted in 2022, another one will be conducted in the near future to enable us to see whether there has been improvement since the last, and to focus on any other themes highlighted.

Enable a positive working environment for all our employees and hold people to account against the core values.

57. Core Code of Ethics training continues to be delivered across the Service, this sets out the standards which staff are expected to work to. An environment where encouraging the challenging of inappropriate behaviour is vital, whether that be via informal or formal methods dependent on the situation. This accountability should be seen across all levels of the service.

Develop our people at all levels.

58. Aspiring and Emerging Leaders, Empowering Leaders, Introduction to Supervisory Management and Practical Management Skills courses are offered to aid in upskilling individuals across the service, participation on these will continue to be encouraged.
59. The Service will also encourage development through the Supervisory Leaders Development Programme and the Middle Managers Leadership Programme which has been introduced by the NFCC.
60. Development Pathway/Portfolios are currently being trialled up to middle manager level, this will then be rolled out to support development journeys across the service.

Ensure appropriate health and wellbeing interventions are implemented and maintained to support our staff.

61. A new Mental Health at Work procedure has been created and submitted for approval which sets out how the Service will raise the awareness of mental health issues and create a positive and supportive workplace culture and tackle factors that might have a negative impact on mental health.
62. A vaccination programme has commenced to ensure that firefighters at those stations that have water rescue capabilities will be immunised for protection against Hepatitis A.
63. Changes have been made to improve the accessibility to support for staff that have been exposed to trauma whilst performing their duties. The type of incident that would create an automatic response from the Service has been changed from incidents that 'involved fatalities' to incidents that 'have a potential to cause trauma' in recognition that not all traumatic incidents will involve a fatality.

Delivery of effective workforce planning and succession planning to ensure progression and opportunity throughout the Service.

64. A workforce planning group meets monthly and analyses data to help effectively plan and mitigate risks that can be seen from a workforce perspective. Additional data continues to be made available to this group including retirement profiling and skills data to ensure that the Service has the right people, in the right place, at the right time.
65. The group also looks at whether there are optimal numbers across talent and development pools, this enables any risks to be mitigated and other initiatives such as recruitment campaigns to be introduced.

Governance Strategy - Actions to deliver the 'Aim' of: Provide Assurance

Implement the most recent HMICFRS Inspection Improvement Plan and the HMICFRS Values and Culture Report recommendations.

66. The HMICFRS inspection was completed in June 2022 with the inspection report issued in January 2023. The report identified good progress for the Service and overall graded it good in 9 areas and 2 that required improvement. At a lower level, the report identified 13 areas for improvement (AFI'S). In response, the Service has produced an Improvement Plan addressing these areas and self-identified 6 other areas where it wants to improve, these have been called Service Improvement Initiatives (SII). There were 4 outstanding areas from the 2021 inspection that are also being addressed. This has resulted in a total of 76 tasks to complete. Progress to 1 June 2024 shows out of the 76 tasks 38 have been completed, 37 are in progress and just 1 is still to start.
67. The HMICFRS Culture Report was completed and published in March 2023 with a total of 35 recommendations, 20 of which were for Fire Services to complete. To date 10 of these have been completed and 10 are in progress. The remaining 15 sit with national bodies or Central Government to deliver.

Implement improvements and suggestions identified by our staff.

68. The Operational Risk Committee manages operational risk recommendations and suggestions from staff that arise from operational debriefs of incidents and exercises. Any staff member is able to submit a debrief outcome which is raised as a standing agenda item at the meeting. Typically, each month the committee review 10 debrief submissions and progress actions associated with this or feedback to the individual where the suggestion or recommendation cannot be progressed. Outcomes from the suggestions involve amendment to procedures or pre-determined attendances, publication of learning in the Operational Learning Review or suggestions to procure additional equipment. Where common themes are identified from submissions a Task and Finish group may be formed to resolve any issues raised. With the increase in requests to attend both bariatric patient incidents and persons in

crisis incidents two task and finish groups have been formed with guidance on mobilisation of our resources, training and additional equipment being provided.

69. Recent outcomes from suggestions have resulted in the purchase of Dremel cutters for removal of titanium or other hardened steel rings from fingers, self drilling screws for easier removal of door locks when gaining access to premises and coloured overlays to assist readability of screens and paper for our neurodiverse employees.

Deliver compliance with the Fire Standards Board Fire Standards.

70. The Fire Standards (FSs) cover a variety of areas, outlining what front-line best practice should look like. The FSs are about identifying what it takes to be prepared, how best to respond and then how to learn and embrace new thoughts and technologies to drive a culture of innovation, prevention, and protection. There are currently 17 published FSs with the latest relating to 'Internal Governance and Assurance' going live in June 2024.
71. The HMICFRS have received confirmation that the Fire Standards Board have completed three recommendations from the its Culture Report. These are related to the requirements of DBS checks, guidance on handling staff disclosures, complaints, grievances and handling of safeguarding and misconduct allegations. This will help support the Service to progress recommendations 9,12 and 14 of the HMICFRS Culture Report which require a review of its DBS arrangements, and processes on staff disclosure and misconduct allegations. The requirements of each standard also link into areas being assessed by HMICFRS during its next inspection.
72. To assist with consistent implementation of the FSs, a regional Fire Standards meeting has been established with Nottinghamshire, Derbyshire and Lincolnshire Fire and Rescue Services.

Comply with our responsibilities from a data protection and GDPR perspective.

73. The Service monitor delivery and completion of essential GDPR learning that is tailored to our organisational needs. Over 95% of the workforce have undertaken this learning which ensures they are aware of the privacy laws which apply to our Authority. Alongside the Service procedures and guidance, this embeds the principles of Data Protection across the Service and creates a culture of understanding for individual responsibility in relation to protecting the personal information we process.
74. Information is managed in accordance with the rights of data subjects, Impact Assessments and Privacy Notices are created and maintained to support the processing activities and provide assurance. When data breaches occur, investigations are undertaken without delay and appropriate actions taken to achieve compliance and identify areas of improvement which can be introduced to ensure greater security. Access requests from data subjects, lawful organisations and third-party representatives are responded to lawfully and

promptly within legislative timeframes to promote trust and confidence through transparency and fairness.

Build improved trust and engagement with our communities, ensuring that communication methods are effective.

75. A new 'Be the Difference' video has been created and launched across LFRS social media channels, highlighting what the Service does and what employment opportunities exist. There has also been an extensive bus stop signage campaign.
76. 37 media enquiries have been dealt with and a new social media scheduling tool, Orlo, was introduced to improve engagement with communities across our social media channels. There have been 132 post so far this year with a reach of 534,468 people and 5,785 engagements.
77. Awareness events have been celebrated, including: World Autism day, and Deaf Awareness, Mental Health and National Hoarding awareness weeks.
78. A number of campaigns have also been supported, relating to: NFCC smoke alarms and high rise buildings, weather related messaging, water safety and fire safety regulations.

Evaluate activities to inform future initiatives and improvements.

79. An in-house e-learning package, launched in August 2023, empowers Crew, Watch, and Station Managers to evaluate Station Community Safety events. Over 80% of learners have completed the first module, and a third have finished the entire package. To widen reach a series of workshops were delivered to Control and Community Safety staff. The package has also been streamlined, reducing learner time to 90 minutes following feedback.
80. Simultaneously, evaluation of the 9 main Community Safety Department activities is taking place. These are: Home Safety Checks, Schools' Education Programme, Big 5 Community Events, Firecare and Fireskills. These are at various stages of completion with Home Safety Checks and Schools Education Programme close to the finish line. Meaningful evaluation measures have been established, feedback has been collected through surveys, and dashboards developed to track progress. Practitioners are actively engaged in a workshop, and a new scorecard type reporting form is in place.

Manage our organisational risks and ensure our business continuity plans are effective and tested regularly.

81. The Service identifies, manages and maintains oversight of organisational risk through the Organisational Risk Management process. Details of identified organisational risk is published in the Organisational Risk Register (ORR). The latest version of the ORR details 25 risks that have been identified, assessed and documented. These are reviewed quarterly and submitted to CGC twice yearly. Links between the ORR and the Community Risk Management Plan

(CRMP) have been strengthened through the undertaking of risk assessments on the Strategies contained within the CRMP.

82. The Service has a statutory duty to ensure that it creates and maintains effective business continuity plans. Over the last 24 months, significant work has been done by the Corporate Risk and Resilience Department to meet this duty. All support departments and stations now have a business continuity plan and these have been dip tested and validated to ensure quality and currency. LFRS is currently seeking a partner to undertake a peer review on arrangements to give additional assurance on the quality of the arrangements. Work to meet the HMICFRS AFI 9 that covers this area of work is almost complete with the only outstanding areas outside of the control of the Service. We will close the AFI once the peer review is completed.

Report Implications/Impact

83. Legal (including crime and disorder)

Legal issues are dealt with within each project or task. There are no legal impacts arising from this report.

84. Financial (including value for money, benefits and efficiencies)

Financial issues are dealt with within each project or task. There are no financial impacts arising from this report.

85. Risk (including corporate and operational, health and safety and any impact on the continuity of service delivery)

None.

86. Staff, Service Users and Stakeholders (including the Equality Impact Assessment)

Stakeholder engagement is considered within the delivery of each project or task. An Equality Impact Assessment will be undertaken where necessary on all activities.

87. Environmental

Environmental impacts are considered within the delivery of each project or task. There are no environmental impacts arising from this report.

88. Impact upon Our Plan Objective

These projects and actions are designed to assist the CFA in meeting all of the aims detailed in the CRMP 2024-28'.

Background Papers

None.

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