

Status of Report: Public

Meeting: Corporate Governance Committee

Date: 13 July 2022

Subject: Service Development Programme and 'Our Plan 2020-24' – Appendix A tasks

Report by: Callum Faint, Chief Fire and Rescue Officer

Author: Chris Moir, Planning Manager

For: Information

Purpose

1. The purpose of this report is to inform the Corporate Governance Committee (CGC) of progress made since March 2022 in the delivery of projects within the Service Development Programme and the tasks included in Appendix A of Our Plan 2020-24.

Recommendation

2. The Corporate Governance Committee is asked to note the progress made since March 2022 in the delivery of projects within the Service Development Programme and the tasks that are included in Our Plan 2020-24.

Executive Summary

3. Progress is reported in respect of 14 projects that are currently in various stages of development or implementation. The report also includes progress against the 20 tasks from Appendix A of Our Plan 2020-24.

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

Emergency Services Network (ESN)

5. The ESN project is still delayed and significant deliverables are still constrained by a lack of progress by the Government programme. Locally activity has been minimal although LFRS will continue to participate in regional and national activities when they arise.

6. The scope of the ESN project will be influenced by a Tri-Service project to replace the current mobilisation system. When that project has been initiated the scope of this project will be reduced.

Views Replacement

7. The project will replace the decommissioned 'views system' used for performance management and will seek to implement additional planning, risk management and project monitoring capability within the system.
8. Work to update the data warehouse was completed in May 2022. A period of testing is now taking place and the re-routing of existing reports to the new data warehouse. Once completed, it is anticipated that additional dashboards, with data from others systems can start to be created from September 2022.
9. Work to capture and review user requirements is ongoing to ensure the needs of all departments are understood and considered.

High Reach Appliance Replacement

10. This project has been created to procure and deliver a high reach appliance to replace one of the existing Aerial Ladder Platform vehicles.
11. Emergency One has been appointed to undertake the work. The vehicle build is expected to be completed by October 2022.
12. Work is ongoing in relation to the training needs analysis and devising a training approach.

FireWatch Project

13. A project had been undertaken to develop and improve the functionality of FireWatch, the HR and personnel recording system.
14. Following an agreed pause, the project activity has recommenced. Focus will now concentrate on the completion of the stage 2 deliverables alongside implementation of the latest version of the on-premises software. Both elements are due to be completed by the end of December 2022.

Learning Management System (Oracle) Project

15. This is a project to develop a comprehensive Learning Management System.
16. A number of outstanding deliverables have been recently achieved, including the build of reporting dashboards for training, qualification and competence and delivery of the 2022/23 Personal Development Discussions and related Core Code of Ethics organisational goals framework. Work continues on two Service procedures and development of the Training Course pages, which will lead to the ability to self-book. Of the list of 34 'in scope' actions requiring attention to improve the user experience 27 have been completed with just seven in

progress which are due to be completed by the planned project closure date of the end of June 2022.

Fleet Replacement Project 2020-2021

17. The procurement of three Director cars, nine Fire Protection Officer cars and the non-specialist replacement vehicles (station and workshop vans) was successfully completed at the end of December 2020.
18. The minibus, fogging unit, the welfare vehicle and the rope rescue vehicle have all been completed and are operationally available.
19. Ford has confirmed the three additional Fire Protection cars are still due to be available in July 2022.

Microsoft 365 Migration Programme

20. This is a Programme of three projects to migrate LFRS to cloud based Microsoft 365 in the Cloud. The individual projects are:
 - Exchange Migration
 - Microsoft 365 Information Architecture and Governance
 - SharePoint Migration, OneDrive and Teams
21. The three projects will be governed by the same Programme Board and each of the projects will have an individual Project Initiation Document (PID) and separate project teams appropriate to the project. The programme is due to be completed by July 2023.
22. The Exchange 365 Migration Project has already been successfully completed.

Microsoft Information Architecture and Governance Project

23. A project to identify and categorise LFRS data and define the Information Architecture and Governance for Microsoft 365 content.
24. Stage 1, which involves procurement of third party consultants, documented outcomes from end user engagements, an Information Architecture for Microsoft 365 document, a Microsoft 365 governance document and a Microsoft licence agreement is ongoing and was due to be completed by the end of May 2022. Unfortunately, this date has not been achieved due to issues securing suitable suppliers and their recommended revised approach to the facilitation of end user engagement workshops. Stage 1 is now due to be completed by the end of August 2022.

Corporate Workwear Project

25. A project to procure replacement corporate workwear and undress uniform provision. The existing workwear contract has been extended from May 2022 to December 2022 in line with the project planned completion date.
26. The corporate workwear supplier selection mini completion commenced on 1 June and runs until 13 July.
27. The undress uniform procurement process has been completed. The contract with the chosen supplier 'Hunter Apparel' commenced on 1 May. The onboarding process in relation to the undress uniform provision and how it is requested is currently being worked on. It is anticipated that there will be a 22 week lead time regarding undress uniform availability.

Fleet Replacement Project 2021/2022

28. This project includes five new appliances, a van for the rescue dog and a replacement car for driver training.
29. The Project Board, in conjunction with Driver Training, has made a decision not to purchase the driver training car, instead aligning it with the Ford Kuga replacement in 2024/25.
30. The dog transportation van has had air conditioning fitted and is currently with the kennel fitters who are installing the dog cages.
31. Five Replacement Pumping Appliances have been built and 'signed off' and are expected in Service in July 2022. Following receipt of the appliances further work will be required to install radios and mobilising equipment.
32. The Service placed an order for two Variable Response Vehicles to operate on a trial basis. These vehicles are due to be delivered to the suppliers 'Emergency One' by September 2022 for the build to take place. Final delivery to the Service is expected to be Spring 2023 but may be earlier if current progress is maintained. The Health and Safety department are engaged in the project and further meetings are taking place to establish vehicle equipment requirements.

Evaluation Project

33. This is a project to develop and embed the practice of assessing the efficiency and effectiveness of services and activities delivered to the public.
34. The first project stage, which involved the research and discovery elements of the project was successfully completed at the end of February 2022. Stage 2 is underway which involves development of the evaluation tool and is due to be completed by the end of August 2022.

CFRMIS Transformation Project

35. This is a project to transform the Community Fire Risk Management Information System (CFRMIS), which is the principal system for managing site-specific risks and risks to vulnerable people.
36. Stage 2 of the project involved two primary deliverables: cloud migration and mapping and gazetteer integration. The stage was due to be completed by the end of June 2022 but this is unlikely to be achieved as further end user engagement is required due to the complexities of the cloud migration.
37. The Gazetteer and GIS integration work was however successfully completed and implemented on 15 June. The full system improvements are anticipated to be complete by 31 December 2022, with project closure expected by 31 January 2023.

Data Warehouse Development Project

38. This is a project to develop a reporting data warehouse.
39. The primary deliverable of stage 4 was the documented security and permissions model which was successfully completed at the end of May 2022.
40. The final stage 5 involves user acceptance testing, creation of a data warehouse data dictionary, a fire query tool and a plan for cloud migration. The stage has been extended to ensure the testing is robust and the current dashboards are successfully transitioned onto the new data warehouse. The stage completion and therefore the project closure date is now the end of August 2022.

Western Station Redevelopment Project

41. This is a project to refurbish Western Fire and Rescue Station to update and futureproof facilities.
42. The pre-build stage, which included detailed designs and completion of the equality impact assessment was successfully completed at the end of May 2022.
43. The 'build' stage will include planning permission approval where required, the supplier selection process and the actual build process which is currently due for completion by the end of November 2022. However, an accurate completion date can only be confirmed once the contractors are appointed and a more realistic date is likely to be quarter 1 2023.

Our Plan Action Plan 2020-24 - Appendix A Tasks

Aim 1 – We want to achieve fewer incidents with lower impact

Continue to undertake our education and enforcement activities, targeting those most at risk.

44. The achievement of Prevention and Protection targets through education and enforcement activities demonstrates the increased effectiveness and efficiency in the Community Safety and Fire Protection departments.
45. A continued increase in the number of Home Safety Checks (HSC) was recorded within Community Safety; this is the number of HSC's completed by the Community Educators (CE's). There was also an increase in the number of 'follow up' visits being completed. These are an important element of ensuring a person centred approach to engagement, and ensuring the person receives continued interaction, advice and referrals to partner agencies if appropriate.
46. The partner referral process identifies and interacts with the most vulnerable members of the community. The CE Team continues to focus on delivering HSC's to the most vulnerable members of the community, whilst Operational Response carries out HSC's at premises with lower vulnerability.
47. The Fire Protection Department has benefitted from an increase in the size of the team of Fire Safety Inspecting Officers. This is in recognition of the importance of the work being carried out by the team and demonstrates an increase in capability and capacity of the Fire Protection function within the Service. Additional funding from the Home Office has been partly used to facilitate the increase in the Fire Protection Department establishment. The annual Risk Based Inspection Programme (RBIP) Fire Safety Audit target number will be increased each year to reflect the increase in the size of the team.
48. The Home Office Protection Uplift funding also continues to be used to fund Fire Safety Level 3 qualifications for all operational Watch and Crew Managers. This qualification will increase their knowledge and understanding of the built environment as well as enable them to 'hazard spot' at premises whilst carrying out routine activities.
49. A dedicated week of community safety training is now being delivered to new wholetime firefighters. Theory and practical activities are being undertaken to embed a comprehensive knowledge and understanding of all aspects of community safety work for the new recruits.

Deliver the required improvements identified in the reports following the Grenfell fire.

50. LFRS community safety staff have visited nine of the 18 higher risk premises (non-compliant building materials) completing 78 Home Safety Checks. Public fire safety advice has been provided at three more of these premises. Community safety staff are linking in with Fire Protection department colleagues to engage with residents at all 18 of the premises as appropriate to offer reassurance, advice and fire safety in the home messages.
51. In May 2022, LFRS led on two multi-agency exercises in the City Centre. These exercises tested new procedures to manage the transition from a 'Stay put' policy to 'evacuate'. This live exercise included Police, local authority and

engaging with residents. Further exercises are to be completed to ensure lessons identified become lessons learned.

Undertake staff health and safety training at all levels and introduce a reference holder at each location.

52. Health and Safety training has been rolled out at all levels and is part of business as usual arrangements. This item is now complete.

Effective management and communication of our tall building risk profile.

53. In order to proactively manage and progress the direct outcome of the Phase 1 Grenfell Towers Inquiry (GTI), together with the monitoring of the Building Risk Review Programme, the Premises Risk Collaboration Group (PRCG) was formed. The PRCG being made up of members of the Fire Protection Department, Operational Risk Department, Learning and Development Department and Fire Control.
54. The PRCG primary aim is to oversee the GTI progress and to identify, review and monitor any premises that have 'interim measures' in place, for example a change in evacuation strategy for a building due to current fire protection concerns.
55. The PRCG ensures a collaborative approach to managing the risk profile of tall buildings within Leicester, Leicestershire and Rutland (LLR), as well as being proactive in providing guidance and advice to those 'Responsible Persons' in control of premises and who are accountable for managing fire safety and mitigating risks as part of the Fire Safety Act 2021.

Aim 2 – Respond effectively to incidents

Use our fire engines flexibly, aiming to attend life threatening incidents in an average of 10 minutes.

56. During the year 2021/22 the average response time, to a total of 857 life risk incidents, was 10 minutes and 23 seconds. This is an increase of 14 seconds on the year 2020/21. Appliances were moved from their usual base to another location on 1,772 occasions for an average of 140 minutes at a time.

Use our firefighters efficiently and flexibly to maximise our appliance availability.

57. During the same period, firefighters were relocated from their usual base to an alternative location to maintain appliance availability on a total of 5,005 occasions. The average period staff were at the alternative location was for 12 hours. On-Call staff worked at wholtime stations on 593 occasions. Wholtime staff worked at On-Call stations on 196 occasions and wholtime staff worked at alternative wholtime stations on 4,216 occasions.

Implement alternative crewing arrangements in the event of the Service moving away from the current Day Crewing Plus (DCP) duty system.

58. Alternative working arrangements, that had been shared with CFA members and staff, are under review following the clarification of budgets for 2022/23 and 2023/24. Further alternatives are being explored and these will be consulted upon prior to implementation as part of a 2024 Community Risk Management Plan.

Increase the availability of our On-Call appliances to respond to incidents.

59. The on-call improvement project highlighted four main areas of focus; Recruitment, Retention, Appliance availability, Learning and development.
60. The project provided 30 recommendations, of which 18 were approved for implementation. Five have been completed and include self-rostering of shifts, contracted hours of availability based upon establishment numbers (which is less rigid than the previous fixed contracts), a charter award for businesses that allows staff to work as On-Call firefighters, Tactical Response Vehicles at stations where a standard appliance availability is low and development shifts for On-Call staff to work at wholetime stations.
61. Four further tasks are completed awaiting sign off and another five are currently in progress. The remaining tasks which are yet to be started are delayed due to their dependency on other pieces of work, primarily the enhancement and upgrade of internal ICT systems: FireWatch, the human resource management system and Systel, the Control mobilising system. Completion of all of the tasks is being managed by the On-Call task and finish group.

Aim 3 – Deliver value for money quality services

Purchase a second high reach appliance to replace the older one of the two vehicles.

62. The CFA approved the procurement of a replacement high reach appliance in February 2020 as proposal three of the 2020-2024 Integrated Risk Management Plan (IRMP). Project progress is outlined in paragraphs 10-12 above.

Relocate and centralise our Learning and Development facilities.

63. A report outlining the current progress was presented to the CFA at its meeting on 15 June 2022.

Procure replacement Personal Protective Equipment (PPE) for our firefighters.

64. This work has been successfully completed with all firefighter personal protective equipment replaced at the end of March 2021.

Continue to collaborate with other blue light services and our partner agencies to

support our purpose of safer people, safer places.

65. Work continues on managing the risks associated with patient movements, including those classed as Bariatric. The Health and Safety Team at East Midlands Ambulance Service (EMAS), as well their Operations Managers, are meeting regularly with LFRS to discuss implications. Some control measures are already implemented, including limiting when the Service is contacted to support them when incidents are complex. There is a commitment to use joint data to inform the effectiveness of the control measures implemented.
66. The Risk and Resilience Manager is now part of the National Working Group that is engaging with the Home Office to advise on planning and preparations for widespread power outage as well as the Chair of the Local Resilience Forum Risk Assessment Working Group.
67. There is farm safety collaborative working between LFRS, Leicestershire Police, National Farmers Union and the Farming Community Network focusing on rural fire safety, arson prevention, security, crime reporting and farmers wellbeing.

Develop the bistro area of the headquarters building to maximise office space and explore opportunities for leasing the space to generate income.

68. A report detailing the proposal to develop the canteen area at the Headquarters building into Learning and Development facilities was approved by the CFA at its meeting on 2 December 2021. Plans for the development work have been created.

Aim 4 – An engaged and productive workforce

Design and deliver learning and development interventions that ensure we have a competent, professional workforce who can help our communities.

69. The Service has recently concluded a consultation to restructure the Learning and Development team to create a Leadership and Organisational Development Team. The purpose of creating this function is to:
 - Support workforce planning activities to ensure that the right people, with the right skills, are in the right place at the right time at the right cost. This includes a focus on defining career pathways that support career progression.
 - Introduce succession planning and refine promotion processes, both of which aim to employ people who can perform in role and create a workforce representative of the communities within LLR.
 - Provide a range of behavioural development interventions, often referred to as “soft skills” – for example, personal leadership and management

development, coaching and mentoring, and Performance and Development Discussions (PDD's).

Implement improvements based on the staff survey results to improve the employee experience.

70. The Service has continued to deliver on the commitment to run an annual promotion process for Crew Manager, Watch Manager, Station Manager and Group Manager roles. There has also been an Area Manager process with a talent pool being created.
71. The PDDs process launched on 20 May 2022. All staff are required to have at least one conversation about performance (measured against the Core Code of Ethics) before the end of July 2022.
72. The next round of Principal Office station visits has commenced. These involve Principal Officers visiting teams with an Area Manager to discuss anything they wish to raise. The approach for Support departments has changed for 2022, inviting all departments to book their own individual visits.

Give leaders the skills to engage and motivate their teams.

73. Over the last few months, People and Organisational Development (POD) has been focussing on developing the skills required to have effective performance and development conversations. 198 members of staff have so far attended a session that covered coaching, setting goals and understanding personal motivation.
74. A suite of short, bite size, videos has been developed that cover leadership topics covered in the workshops delivered by the POD facilitator between October 2021 and April 2022. These include self-awareness and team development and are available on the learning management system, Oracle.

Introduce a range of interventions that prevent workplace stress and help people manage stressful situations.

75. In May 2022 a Health and Wellbeing launch day took place that formally introduced the Health and Wellbeing lead to the Service. This event also saw the launch of OK9, two wellbeing dogs available to assist members of staff in dealing with stress and anxiety and help their general wellbeing.
76. A Peer Support programme was also launched, where one member of each team will be encouraged to access some additional development in order to support their colleagues with their wellbeing.
77. A baseline survey that aimed to check the physical and mental health of the workforce has been undertaken. The results from this survey will be used to map progress and help identify future interventions that will add value.

Aim 5 – Provide assurance

Implement the findings from the multiculturalism and fire safety research.

78. Further resource has been committed to assist in the continued implementation of the academic research completed in conjunction with the University of Leicester. Once in place this resource will continue to embed the training and engagement approach and work to establish permanent relationships across multiple communities.
79. The Service is actively using the improved library of images in corporate documentation and on social media. The person centred approach is designed to build trust, assist with engagement and better represent the diverse communities within Leicester, Leicestershire and Rutland.

Implement our HMICFRS Improvement Plan.

80. The latest HMICFRS inspection commenced week beginning 9 May 2022, running for a period of 7 weeks ending on 23 June 2022. In addition to the 136 separate pre-inspection document requests, a further 84 pieces of evidence were provided.
81. The HMICFRS staff survey closed on the 20 May 2022. 22% of the workforce responded, which included 12% from the On-Call establishment. The response rate is an improvement from the Round 1 inspection staff survey. Three representative bodies also contributed by submitting responses. The results of the survey will accompany the final report.
82. Following completion, the HMICFRS Service Liaison Lead will spend approximately four weeks completing a report. A pre-publication check will then be shared with the Chief Fire Officer. This serves as an opportunity to feedback on any factual inaccuracies, with no opportunity for any additional evidence to be submitted. The report will then be moderated against the results from the other tranche 3 Service inspections, with the final gradings being shared towards the end of 2022.
83. The published action plan from Round 1 identified 88 areas for improvement. The inspectorate triangulated evidence of compliance during their scheduled inspection interviews and focus groups to measure how well the previous implementation plan had been completed.

Achieve compliance with the fire standards approved by the Fire Standards Board.

84. The role of the Fire Standards Board is to oversee the identification, organisation, development and maintenance of professional standards for Fire and Rescue Services in England. Eleven fire standards have been published.
85. Leicestershire Fire and Rescue Service recognises these professional standards and is currently assessing compliance. Any identified areas for development will be added to an improvement plan. The standards are now

being referenced within corporate documentation. Further standards are forthcoming with Service Leadership, Developing Leaders and Service Management all scheduled for the second half of 2022.

Improve engagement with our communities.

86. TikTok was launched and in April, seven videos were uploaded. Within the first month the account had 958 followers. There are now 1,402 followers and 16 videos uploaded. One of these is a video asking communities what they would like to see on TikTok; their answers will be used to inform future videos.
87. A 'Test it Tuesday' video was launched on TikTok which has now reached 12.8k views. The video featured colleagues from across the service, and prompted questions which were answered helping to promote the service, for example about vehicles and jobs. It also led to some comments from people who were then booked in for home safety checks, for instance an individual commented that they don't like the sound of smoke alarms, another commented that their parents can't afford smoke alarms. The two-way engagement from this video helped to promote home safety checks, and the general use of smoke alarms.
88. Four proactive press releases have been published during this period – Firefighters 'Chase the Sun' cycling challenge, Harshad Saujani being awarded an MBE, Long Service Awards, Coalville's Open Day and On-Call Recruitment.
89. Social media has also been utilised to promote community events and news, such as Birstall's Car Wash, Chase the Sun Charity Ride, new recruits, high rise exercise at Gordon House, OK9 Wellbeing Dogs, Parkrun, Mental Health Awareness Week, Post Incident Response, Deaf Awareness Week and the Firefighters Memorial Day.

Report Implications/Impact

90. Legal (including crime and disorder)

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

91. 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.

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

None.

93. 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.

94. Environmental

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

95. Impact upon Our Plan Objective

These projects and tasks are designed to assist the CFA in meeting all of the objectives detailed in 'Our Plan 2020-24'.

Background Papers

None.

Officers to Contact

Callum Faint, Chief Fire and Rescue Officer

callum.faint@leics-fire.gov.uk

0116 2105555

Chris Moir, Planning Manager

chris.moir@leics-fire.gov.uk

0116 2105555