

Status of Report: Public

Meeting: Corporate Governance Committee

Date: 9 March 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 November 2021 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 November 2021 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 scope of the ESN project will again be affected by a recently announced Government re-planning exercise. When further information is available an exception report will be submitted to the Tactical Management Team (TMT) providing clarity against what is deliverable and the timescales.
6. The scope of the ESN project will also be undoubtedly influenced by a Tri-Service project to replace the current mobilisation system. Project roles are

currently being established for that piece of work. When the full scope and timescales of the mobilisation system project are known, a report detailing the remaining deliverables and timescales for the ESN project will be submitted.

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. Performance dashboards are now available to view prevention, protection and response data. Work to update the data warehouse, which will be run as a separate project, commenced on 10 January 2022 and is due to be completed in May 2022. Replication of the existing dashboards will be concurrently undertaken to ensure the new warehouse is functioning correctly; further work on providing additional dashboards with data from others systems will then continue once the data warehouse work has been completed.

High Reach Appliance Replacement

9. This project has been created to procure and deliver a high reach appliance to replace one of the existing Aerial Ladder Platform vehicles.
10. Emergency One has been appointed to undertake the work. The vehicle build is expected to be completed by October 2022.

Virtual Fatal 4 (VF4) Replacement Project

11. This project is to develop a VF4 van to replace the existing VF4 car. The 'Hazard Express' vehicle is finished and available for use and a well attended launch event took place on 14 September 2021. Work is progressing on the tasks which require completing prior to project closure, including an on-line booking system, disposal of the existing VF4 car and implementation of post launch learnings around risk assessments. An exception report was approved by the TMT at its meeting in November 2021, for additional time to complete these elements. Project closure is expected by the end of February 2022.

FireWatch Project

12. This is a project to develop and improve the functionality of FireWatch, the HR and personnel recording system.
13. The project has not progressed as quickly as hoped due to the availability of a key development resource.
14. An exception report was approved at the January 2022 TMT meeting pausing the project until April 2022 to allow for the creation of an ICT Application Support Team providing wider system support and focussed resource for project delivery.

Learning Management System (Oracle) Project

15. This project is to develop a comprehensive Learning Management System.
16. The project has some tasks which are still to be delivered which were be completed by the revised project completion date of the end of December 2021. An exception report was approved by January 2022 TMT extending the project until end of June 2022 and investing in additional resource to support the delivery of the project.

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 is operational. The fogging unit has also been completed and handed to Response to undertake local training prior to it becoming operationally available. The welfare vehicle is having its livery fitted; once completed both this and the rope rescue vehicle, which is now also complete, will just require radio equipment to be fitted. An installation date is currently awaited from the supplier.
19. The three additional Fire Protection cars will hopefully be available by the end of May 2022.

Microsoft 365 Migration Programme

20. 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 will have an individual Project Initiation Document (PID) and separate project teams appropriate to the project. The programme is due to be completed by March 2023.
22. The Exchange 365 Migration Project has already been successfully completed.

Microsoft Information Architecture and Governance Project

23. This is a project to identify and categorise LFRS data and define the Information Architecture and Governance for Microsoft 365 content.
24. Stage 1, which involves the 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 due to be completed by the end of May 2022.

Corporate Workwear Project

25. A project to procure replacement corporate workwear and undress uniform provision by the end of December 2022.
26. The existing workwear contract has been extended from May 2022 to December 2022.
27. The majority of the stage 1 and 2 project deliverables were successfully achieved by the planned date of the end of December 2021, although some are still outstanding. An exception report was approved by the TMT in January 2022 to realign timescales for the completion of stages 1 and 2 of the project to the end of January 2022 and formally increase the project budget by the previously agreed £50k for undress uniform allocation. A stage end report was approved by the TMT at its meeting in February 2022.

Fleet Replacement Project 2021/2022

28. This project includes five new appliances, a van to transport the rescue dog and a replacement car for driver training.
29. The engine size required as part of the driver training car specification is no longer available from the manufacturer and alternative options are currently being reviewed to confirm the requirement.
30. The dog transportation van has had its livery and blue lights installed although further work is required to configure the dog handling space. It is still anticipated that the vehicle will be completed by April 2022.
31. Five Replacement Pumping Appliances are currently in build and are expected in Service around April 2022. Following receipt of the vehicles further work will be required to install radio and mobilising equipment.
32. The Service is currently in the process of purchasing two Variable Response Vehicles (VRV) to operate on a trial basis. These vehicles will be reported and tracked as part of this project.

Evaluation Project

33. A project to develop and embed the practice of assessing the efficiency and effectiveness of services and activities delivered to the public.
34. Stage 1 is underway and involves the research and discovery elements of the project which is due to be completed by the end of February 2022.

CFRMIS Transformation Project

35. This project is 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. Project progress has been delayed slightly due to contractual issues. An exception report extending stage 1, to put a new contract and purchase order in place by the end of January 2022 and to extend all subsequent stages and closure by one month, was approved by the TMT in January 2022. An end stage report confirming the successful completion of these tasks was approved by the TMT in February 2022.

Data Warehouse Development Project

37. This is a project to develop a reporting data warehouse.
38. The Project Initiation Document (PID) was approved by the Senior Management Team in January 2022 and work is underway on the transformation stage, creating test and live data warehouse instances which are due to be completed by the end of February 2022.

Western Station Redevelopment Project

39. This is a project to refurbish Western Fire and Rescue Station to update and futureproof facilities.
40. The PID was approved by the Senior Management Team in January 2022 and work is underway on the pre-build stage, which includes detailed designs, building regulations, risk assessment creation and feasibility work on renewable energies. This stage is due to be completed by the end of May 2022.

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.

41. The delivery of Prevention and Protection activities has returned to direct interaction with members of the community.

Home Safety Checks (HSC) have returned to being conducted in person, allowing the team of Community Educators (CE's) to identify and interact with the most vulnerable members of the community. The Community Safety Team continues to receive a significant amount of referrals for HSC's from partner agencies, specifically East Midlands Ambulance Service (EMAS). The number of referrals received, combined with the number of Vulnerable Person referrals submitted, can be significant and the CE Team has continued 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. A 'person centred approach' remains the focus of the CE Team and Operational Response.

42. The Fire Protection Department has returned to conducting all Fire Safety Audits in person. The department has benefitted from an increase in the size of the team of Fire Safety Inspecting Officers; this has been achieved through the Service recognising the importance of the work being carried out by the team. The Home Office Protection Uplift Additional Funding has funded the additional posts and will also enable an increased number of Fire Safety Audits to be completed annually as part of the Risk Based Inspection Programme (RBIP). The funding has also been used to fund a Fire Safety Level 3 qualification for all operational Watch and Crew Managers. This will increase their knowledge and understanding of the built environment, as well as enabling them to 'hazard spot' at premises whilst carrying out routine activities.

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

43. Staff have been trained in identifying a fire in tall buildings that is now 'failing'. This includes managing the change from a 'stay put' strategy to evacuation. Operational guidance and management processes are in place and formal exercising with partner agencies' will be conducted this year.
44. LFRS has completed 26 of the 47 Grenfell Tower Inquiry phase 1 recommendations. Monthly engagement has continued internally and externally to review the information on the 18 premises which present a higher risk of failure in fire occurring.

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

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

Effective management and communication of our tall building risk profile.

46. A direct outcome of the Phase 1 Grenfell Tower Inquiry was the formation of the National Fire Chief's Council (NFCC) Protection, Policy and Reform Unit (PPRU). From this unit the Building Risk Review Programme was established which identified the 'in scope' premises within each Fire and Rescue Service. 'In scope' means buildings of six storeys or 18 metres in height. Within Leicester, Leicestershire and Rutland (LLR) 115 'in scope' premises were identified. However, from knowledge within the Fire Protection Team, it has been possible to report back to the PPRU that LLR actually has 155 'in scope' premises. This triage process was fully completed and reported back to the PPRU by the set deadline of 31 December 2021.

47. As a result of the Building Risk Review Programme triage process, it has been possible to identify and communicate with those premises which have 'interim measures' in place. This information continues to be reported to the PPRU on a quarterly basis.
48. The Premises Risk Collaboration Group (PRCG) continues to identify, review and monitor any premises that have 'interim measures' in place. Interim measures are, for example, a change in evacuation strategy for that premises due to current fire protection concerns. Through continued communication with the Responsible Person at these premises, the team has been able to carry out resident engagement events to provide guidance and reassurance. The PRCG continues to have involvement from relevant departments from across the organisation to ensure a collaborative approach to managing the risk profile of tall buildings within LLR.

Aim 2 – Respond effectively to incidents

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

49. Between 1 April 2021 to 31 January 2022 the average response time, to a total of 718 life risk incidents, was 10 minutes and 17 seconds. Appliances were moved from their usual base to another location on 1185 occasions for an average of 134 minutes at a time.

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

50. During the same period, Firefighters were relocated from their usual base to an alternative location to maintain appliance availability on a total of 3531 occasions. The average period staff were at the alternative location was for 12 hours. On-Call staff worked at wholtime stations on 465 occasions. Wholtime staff worked at On-Call stations on 71 occasions and wholtime staff worked at alternative wholtime stations on 2995 occasions.

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

51. Alternative working arrangements were shared with Members at the Combined Fire Authority (CFA) meeting on 9 February 2022 where approval was given for any proposed changes to be included in a formal public consultation during 2023, prior to implementation as part of a 2024 Integrated Community Risk Management Plan.

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

52. The on-call improvement project highlighted four main areas of focus; Recruitment, Retention, Appliance availability, Learning and development.
53. The project provided 30 recommendations, of which 18 were approved for implementation, and 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.

54. All remaining actions are being progressed for completion and are in various stages of completion. These are 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.

55. 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 9 and 10 above.

Relocate and centralise our Learning and Development facilities.

56. A report outlining the current progress was presented to the CFA at its meeting on 2 December 2021. A further update was provided to the meeting on 9 February 2022.

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

57. 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.

58. As part of the 'Think CO' awareness campaign, the Service collaborated with the Gas Safe Charity, FireAngel and Cadent to produce a carbon monoxide safety video. The video was produced in English, Hindi and British Sign Language and was promoted and used nationally by the NFCC during CO awareness week. It was also used in a targeted multi agency campaign in the Highfields area of Leicester City as part of reducing risk in that community who sadly experienced two CO related fatalities within the last year. Sharing the link to CO awareness now features as part of the safe and well visits the CEs undertake as necessary.
59. The Fire Protection department, and specifically the Fire Safety Advisors, have facilitated a number of Business Engagement Events recently. Recognising the benefits of such events, the team wanted to ensure all communities were reached and the correct information was given. A business community survey was conducted to better understand the appropriate subject matter to include arranging engagement sessions based on their preference for suitable location

and times to maximise attendance. Community feedback was vital in the preparation and promotion of the events and was achieved with the assistance of community groups and contacts. City Hall was used as a venue to allow city centre based business owners/managers to attend. The events proved to be a successful collaboration with Leicester City Council and were positively received, with 80 business owners attending the city based events. The events were evaluated by asking each attendee to complete a questionnaire to ascertain their level of fire safety knowledge prior to the event, followed by a second questionnaire afterwards. Evaluation material was then sent to individuals to confirm behavioural change a month later. A business engagement event will now take place on a quarterly basis, with one having taken place in February 2022.

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

60. 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.

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.

61. The second stage of the Learner Management System project saw the launch of Maintenance of Competence recording. This creates a platform for all firefighters to record evidence against the areas of their role map that require them to demonstrate competence.

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

62. The Supervisory Manager Meeting has been re-introduced with the aim of improving communication with this cohort. Topics on the agenda include departmental updates, case studies and an update on the roll out of the Learner Management System.
63. The Chief Fire Officer has produced a presentation that sets out his vision (strategic direction) for LFRS; this has been delivered to SMT, TMT and the Middle Manager cohort.
64. Development of the new appraisal process, renamed Performance and Development Discussions, continues. The service has engaged with an external facilitator who is in the process of designing a follow up workshop for line managers which develops the skills of setting SMART objectives and adopting a coaching approach to conversations. This will be delivered in the service from March 2022 onwards.

65. The latest Whole-time recruitment campaign has been reviewed by multiple stakeholders, including representatives from the EDI team.

Give leaders the skills to engage and motivate their teams.

66. The Organisational Development facilitator will be delivering a session to all teams within LFRS to develop their self-awareness and their awareness of their colleague's preferences. This also includes the skill of facilitating conversations and giving and receiving feedback.
67. As a result of positive feedback received in 2021, a second round of four 'pop-up' development sessions on Leadership has been arranged.
68. LFRS has secured a place as a pilot service for the National Fire Chief's Council Supervisory Leadership programme (to be rolled out in July 2022).

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

69. Following a successful recruitment campaign, a temporary Health and Wellbeing lead moved into role from the end of February and their priority will be to set up a team of Wellbeing champions.
70. A guide entitled 'An Introduction to Mental Health' has been written and is currently being edited to make it reader friendly before being distributed to the LFRS team.

Aim 5 – Provide assurance

Implement the findings from the multiculturalism and fire safety research.

71. The training package to support and embed the findings of the Fire Cultural Survey, created by the University of Leicester, has been overhauled to make it shorter and easier to digest. The package has been piloted with 20 users and will now be included in Phase 2 of the EDI presentations being delivered to all staff by the Inclusion Team this year.
72. The Service now has a more comprehensive library of images for use in corporate documentation and social media, which better represents the diverse communities within Leicester, Leicestershire and Rutland. More work is planned, but images from this first tranche are already in use.

Implement our HMICFRS Improvement Plan.

73. The published action plan identified 88 areas for improvement and 69 of these have now been completed. All of the remaining actions are in progress. Some of the actions will not be fully embedded before the next inspection, but a robust plan for their full implementation will be evidenced to the inspectorate. Recent completions have been a review of the reduction of unwanted fire

signals procedure and associated training, work to reduce call handling times in fire control, DBS checks and Safeguarding procedures have been agreed and a variety of Fire Safety business engagement sessions have been delivered.

74. The next HMICFRS inspection will commence week beginning 9 May 2022. The data request ahead of the inspection was submitted on 7 February 2022, which included 136 separate documents.

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

75. 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. Nine fire standards have been published. The standard for Fire Investigation is scheduled for March 2022, with a further five being released before July 2022.
76. LFRS 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.

Improve engagement with our communities.

77. Celebrate Safely, the safety campaign delivered in conjunction with partners in the Police and local councils, concluded in January 2022 (it ran August 2021-January 2022). Due to the ever changing COVID landscape, it was decided that the campaign would be social media focused. 92 posts were shared across Facebook during the campaign, reaching 336,802 people and gaining 11,234 engagements. The reach was nearly 100,000 higher than the year before, and is the highest reach since statistics have been recorded for the Celebrate Safely campaign.
78. To reach as wide an audience as possible during the campaign, two proactive media releases were shared on the LFRS website. Three media requests were also facilitated (Halloween interview with Gem 106 Radio, Rutland news bonfire night interview with a Community Safety Manager, and Hermitage FM Christmas safety interview). Although the engagement for these media requests cannot be measured, it is hoped that alongside the above figures showing positive engagement on the social media campaign, the Service has helped to better engage with its communities, widely spreading key safety messages on topics such as electrical safety, candles, winter driving and more.
79. The Service continues to look at ways to better engage with its communities on the topic of recruitment, particularly from the diverse backgrounds which reflect the communities it serves. Through January 2022, new recruitment material was created to help support recruitment from diverse backgrounds, and also to help ensure the Service is approachable, rather than previous designs which have had firefighters wearing breathing apparatus or masks, which could be

seen as a barrier. The new designs will be shared across the service in time for the launch of On-Call recruitment in April.

80. Corporate Communications has also been working with Bauer Media to see how it can utilise their channels (specifically Gem 106 – one of the most popular radio stations across the East Midlands) to better engage with communities on all topics, not just recruitment. This work is currently in its early stages, but the plan is to use specific targeting packages to help share soundbites on safety messaging and recruitment to more specific areas of LLR.

Report Implications/Impact

81. Legal (including crime and disorder)

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

82. 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.

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

None.

84. 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.

85. Environmental

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

86. 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