

**Status of Report: Public**

**Meeting: Corporate Governance Committee**

**Date: 18 November 2020**

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

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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 September 2020 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 September 2020 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 16 projects that are currently in various stages of development or implementation. The report also includes progress against the 25 tasks from Appendix A of Our Plan 2020-24.

### **Background**

4. This section provides the Committee with a summarised update 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. A revised Home Office project plan is still awaited as further delays beyond the revised mid-2022 implementation date are expected.
6. Due to a lack of clarity from the Home Office regarding the ESN code of connection all remediation action plan activity is currently on hold.

7. Access to the coverage testing portal has been reinstated so although no activity has taken place on this recently, it can resume shortly.

#### Views Replacement

8. 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.
9. The performance reporting data warehouse continues to be developed internally by the ICT department. An automatic daily update of the Incident Recording System (IRS) information has been successfully established. Initial dashboards, focusing on IRS based key performance indicators have been created and are undergoing review and testing.
10. Progress has been slower than hoped due to the other Service priorities and the time it has taken for internal resources to become familiar with the new systems and functionality. A phased rollout of the dashboards will commence by December 2020 and be completed by August 2021.

#### High Reach Appliance Replacement

11. This project has been created to procure and deliver a high reach appliance to replace one of the existing Aerial Ladder Platform vehicles.
12. An options analysis and recommendation for the high reach appliance type was presented to the Tactical Management Team (TMT) in August 2020 where further work was requested on the evidence supporting the proposal. The report is due to be re-submitted to the November meeting of the TMT.

#### Appliance Replacement Project

13. Four replacement pumping appliances have been delivered and are all now operationally available. The project was extended to include the procurement of four further appliances identified in the 2020/2021 capital budget.
14. The supplier, Emergency One had a four-month period of closure due to the Covid-19 pandemic earlier in the year, and is currently closed for a further three weeks due to a local outbreak. The impact on the project deliverables has therefore been considerable. The current estimate is that the appliances will be built by the end of April 2021 (was December 2020) and handed over to Operational Response by the end of July 2021 (was March 2021).

#### Devolved Budget Management Project

15. A project to devolve budget management to department and district managers. The initial implementation took place at the start of the 2019/2020 financial year. The project has now been suspended by the Senior Management Team (SMT) until the new Finance Manager commences their employment at the end of November 2020.

### On-Call Review Project

16. A project to review, adopt or change procedures or practices to meet the needs of organisational, societal or demographic change within On-Call reward, recruitment, retention and conditions.
17. Development of recruitment, retention and mobilisation options have been introduced as pilot schemes at a number of stations. These pilots are being monitored and evaluated and will be included in the final report outlining findings and recommendations.
18. The final outcomes of the project were due to be presented by June 2020, however due to the impact on project resources caused by the Covid-19 situation, the TMT agreed to extend the stage completion until December 2020.

### PPE Replacement Project

19. A project to procure replacement operational personal protective equipment. The project board chose to progress a managed service from the National Fire Chiefs Council National Framework as it offers the best value for LFRS. Bristol Uniforms were the successful supplier. The sizing exercise has been completed and manufacturing is taking place. The current contract expires in March 2021.

### Virtual Fatal 4 (VF4) Replacement Project

20. A project to develop a VF4 van to replace the existing VF4 car. Unfortunately there have been significant delays to the project caused by the Covid-19 situation. An exception report was approved by the TMT in July 2020 extending the current stage and the project completion date by three months. However, unfortunately, the pandemic has caused further delays in the supply chain. Current estimates are that the vehicle build will be completed by the end of January 2021.

### ICT Service Management System Project

21. A project to provide full ICT service desk capabilities to LFRS to include incident management, problem management, change management, asset and inventory management and configuration management.
22. The chosen supplier FreshWorks have completed the build. The fully functioning cloud based system was successfully implemented at the end of October 2020.

### Demountable Appliance Devices Project

23. The 31 devices have been successfully delivered, built and rolled out to stations.

24. The device mounts have not been installed yet due to the fitting company being in lockdown, but it was felt rolling out the devices, with some additional health and safety instructions before the mounts were available would be beneficial.
25. The implementation of the mounts has been delayed further due to the supplier's priority being supporting the Airwave network. Negotiations are ongoing and it is hoped that the fitting of the mounts will start in December 2020.

#### Web GIS Project

26. A project to upgrade to a web-based geographical information mapping system.
27. Stage 1, which involved the infrastructure build, software configuration and user acceptance testing has been successfully completed. Stage 2, which includes the creation of maps, live deployment and end user training has been delayed due to additional internal technical development and implementation of additional software by the supplier. The stage is now due to be completed by the end of January 2021.

#### Replacement Payroll Provider Project

28. A project to establish payroll services with Warwickshire County Council (WCC).
29. The Senior Management Team (SMT) approved a 'go live' date of 17 July 2020. Since then, four monthly payrolls have been successfully undertaken by WCC.
30. Lessons learnt have been captured and SMT approved the project closure at the end of October 2020.

#### eOPAS Optimisation Project

31. A project to re-implement eOPAS, the occupational health system, making it fit for purpose to the benefit of Forge Health and LFRS.
32. Stage 1 involved the pre-employment screening process and was successfully implemented at the end of October 2020, which was one month later than planned due to internal resources not being available to complete the testing.
33. Stage 2 involves the referrals process and will be completed by the end of January 2021.

#### FireWatch Project

34. A project to develop and improve the functionality of FireWatch, the HR and personnel recording system.

35. Stage 1 involved defining a business case for 7.7.1/ Cloud migration/FireWatch App functionality and was completed at the end of July 2020. Stage 2 focused on process and reporting improvements and was completed at the end of October 2020.
36. The business case for moving to a cloud based infrastructure was approved by SMT on 26 August 2020.

#### Learning Management System Project

37. A project to develop a comprehensive Learning Management System.
38. A system called ORACLE provided by 'Learning Pool' has been selected.
39. Following delays during the procurement process in stage 1, the system build work is now complete. Stage 2, which includes learning pathways and maintenance of competence programmes is due to be completed by the end of February 2021.

#### Fleet Replacement Project 2020-2021

40. A Project to manage replacement of vehicles identified and supported via agreed Capital Bids.
41. The procurement of three Director cars and nine Fire Protection Officer cars to replace current leased vehicles is complete, with all of them being delivered by the end of October 2020.
42. Non-specialist replacement vehicles (station and workshop vans) are due to be delivered by the end of December 2020.

### **Our Plan Action Plan 2020-24 - Appendix A Tasks**

#### **Aim 1 – Fewer incidents with lower impact**

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

43. The ongoing Covid-19 pandemic has resulted in Prevention and Protection activity having to be delivered in new innovative ways. As both prevention and protection have historically been delivered by direct interaction with the communities of Leicester, Leicestershire and Rutland (LLR), a more blended approach needed to be considered, whilst still ensuring Safer People Safer Places. An example within Prevention has been successfully delivering the new initiative of Home Safety Checks (HSC) by telephone. This method of delivery has proven to increase the efficiency and effectiveness of the HSC service and allows the communities of LLR to continue to receive advice and guidance. As Government guidance regarding Covid-19 changes, the delivery method of HSC has also changed with a blended mix of telephone and socially distanced 'door step' checks.

44. The Protection Team has continued to complete Fire Safety Audits in alternative ways, such as remotely and with the Responsible Person for the premises submitting building plans and records electronically for the consideration of the Fire Protection Inspecting Officer. The Officer will then carry out a compliance check in person at a later date. The Fire Protection Team has continued to carry out audits in person whilst adhering to Government guidelines.

Deliver a new Arson Strategy.

45. The joint Arson Strategy was signed by the senior officers for both Fire and Police in September 2020. Working groups and reference holders have been assigned. Work on identifying success measures and producing publicly available arson toolkits will be progressed as business as usual arrangements. This action is now closed as complete.

Develop an assurance process to indicate how effectively we identify new risks.

46. The first assurance report has been approved at the Operational Learning Board. This has led to actions being agreed by stakeholders. Reporting criteria and a regular meeting between Fire Protection and Operational Planning are two outcomes.
47. This assurance process will be included in the Provision of Operational Risk Information System (PORIS) procedure by the planned December 2020 deadline.

Evaluate how effective our protection and prevention work is and use the information for future plans.

48. The evaluation of the work carried out within protection and prevention was acknowledged as being vital in ensuring that all communities across LLR were engaged with and that the level of engagement was appropriate. A process was completed to identify the most effective way to capture information and feedback to provide for a more targeted approach to both protection and prevention. This process identified an app-based product as being the most effective way to evaluate work and assist with future planning. The app-based Snap Survey tool is now used across various departments within the organisation. The feedback captured at the time of any event or interaction can be as simple or in-depth as required and appropriate. The information captured is also shared across departments to assist with a more targeted approach when planning future initiatives. In consultation with the Inclusion Team the equalities information captured via Snap Survey will be consistent across all departments.

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

49. Covid-19 has affected the Service's planning arrangements with some recommendations being closed and others identified as being completed before

year end. Improvements include: training operational staff on risk inspection processes; replacing all fire ground radios and aligning radio channels to National standards; upgrading Command Support Vehicle technology and introducing M/ETHANE messaging (multi-agency agreed message format) for messages coming from incident grounds.

50. Approximately half of the remaining recommendations will be actioned from March 2021 meaning the deadline for delivering the recommendations in full will be exceeded. Several departments are linking department plan objectives through the Operational Learning Board.

## **Aim 2 – Respond effectively to incidents**

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

51. On 585 occasions, since 1 April 2020, fire appliances have been relocated from their normal location to alternative fire and rescue stations to ensure an appropriate allocation of resources to cover risks and meet targets for attendance times to incidents. The average length of time appliances spend at the alternative location is two hours.

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

52. From April to October, on 185 occasions On-Call firefighters have been used to provide operational cover at Wholetime stations where there has been a crewing deficiency. This has helped to achieve Wholetime appliance availability of over 99%. (149 full 12 hour shifts and 36 part shifts). This also gives On-Call staff greater exposure to operational incidents and assists with their development as competent firefighters.

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

53. The CFA has resolved to move away from the DCP duty system in its current format by 2024. A service project to identify alternative arrangements for the DCP duty system will be initiated and deliver alternative solutions during the period of the current IRMP. This project will include staff, representative body and management representation.

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

54. To assist in the increase of On-Call appliance availability the service has undertaken a number of pieces of work. There has been an increase in recruitment with three recruitment campaigns per year with 12 individuals recruited per campaign.
55. Reduced training times for new starters. In the last 12 months this has reduced from 24 months to train an On-Call member of staff to 10 months, meaning new starters are available to crew appliances in a shorter period of time. The

reduced time to train has not reduced the training programme each firefighter receives.

56. Trials of alternative contracts - three On-Call sections are trialling new contracts of employment allowing a flexible approach to hours of availability and use of leave. This has led to increased availability from individuals. At the beginning of the work in 2018, On-Call availability was 50%. Since 1 April 2020 the average availability of On-Call appliances is 79%. Covid-19 has had a positive impact on On-Call appliance availability as On-Call staff have been working from their home addresses and supplying additional cover.

### **Aim 3 – Deliver value for money quality services**

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

57. The Combined Fire Authority approved the procurement of a replacement high reach appliance in February 2020 as proposal 3 of the 2020-2024 Integrated Risk Management Plan. Project progress is outlined in paragraphs 11 and 12 above. Implementation of the final vehicle is currently estimated to be November 2022.

#### Relocate and centralise our Learning and Development facilities.

58. A report outlining the current progress and preferred recommendation was approved by the Combined Fire Authority at its meeting on 23 September 2020.
59. The project is scaling back from a single consolidated site for the Learning and Development Centre to a cost-effective split site solution that incorporates less risks.

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

60. As outlined in paragraph 19 above, the project is progressing well with all firefighter personal protective equipment on schedule to be replaced by 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.

61. A significant amount of collaboration has taken place recently due to the Covid-19 pandemic and this will continue over the coming months. A positive relationship is being developed with the Clinical Commissioning Group. The aim of this relationship is to enable each organisation to develop an understanding of the others' working practices, and to also swap information regarding vulnerable people. This will include the contact phone numbers to assist with telephone HSCs carried out.
62. Effective partnership working also continues within the Community Safety team as demonstrated by the number of partner referrals received. A total of 690



referrals have been received, triaged and prioritised by the team so far this year.

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

63. The development of the Bistro area at Headquarters has not been progressed significantly to date. An estimate of the redevelopment costs has been received and lease opportunities are being discussed within the Senior Management Team.

**Aim 4 – An engaged and productive workforce**

Enable our staff to do the right thing to help our communities.

64. Alongside the extensive activities the Service has been undertaking in supporting Communities and partner agencies during the pandemic, the Learning and Development team have adapted operational training to suit current conditions to ensure that staff remain competent in skills required to respond to incidents. This includes moving incident command to a blended approach for delivery and full and mini hazardous material forums delivered via Zoom to the Hazardous Materials Environmental Protection Advisors. They have also been developing driver training, amending the BA procedure and upskilling station-based workplace trainers so that they are suitably qualified and competent to maintain standards of all operational crews.
65. The Occupational Health team aim to continue to keep the workforce healthy and this has included the purchase of 209 flu vaccines. The People and Organisational Development team have continued to help employees understand what is the 'right' thing to do. The work the team is delivering helps people understand 'what good looks like'. This has been described in the services competency framework, which has been used recently in promotion processes. Work has commenced in mapping all support staff roles to the competency framework too.

Implement a Learning Management System (LMS) to record operational competence.

66. The new LMS project is currently on target for an implementation in February 2021. The build stage is 95% complete with 560 courses having been added to the system. The project team is working with individual teams/stakeholders to create the required look, feel and content of these courses.

Undertake a staff survey, sharing the results and developing improvement plans.

67. The 2020 staff survey commenced on 26 June; it was open for 5 weeks, closing on 31 July. 360 responses were received, which equates to approximately 58% of all staff (support staff, control staff and operational staff including On-Call) contributing and having their say.

68. The results contained some very positive responses and were published internally at the end of September 2020. Work has now commenced on discussing and sharing the results and identifying actions to address areas which were identified as requiring attention.

Embed the Service's values and behaviours throughout the organisation.

69. The staff survey results confirmed that LFRS staff have a high level of awareness of the Service behaviours. It showed that that 97% of respondents are aware of them and 99% of them believe they show the behaviours in their work. There is an opportunity to test whether they are being 'lived' and embedded and further work will be done in this area. This will be linked to a proposal for Organisational Development within LFRS that will be completed by the end of the year.
70. Additionally, the National Fire Chiefs Council has started consultation on the Code of Ethics and there is an opportunity to progress both pieces of work in collaboration.

**Aim 5 – Provide assurance**

Implement a performance management system.

71. The internal development is continuing with the creation of a data warehouse with links to some of the Service's major data systems. Early provision of dashboard performance reports for primary and secondary fires and community safety feedback are being made available, with further work ongoing in relation to delivering other key performance indicator data via this method. The project is hopeful that the new dashboards containing IRS data will be available by December 2020, with all other system data incorporated by August 2021.

Complete the Black, Asian and minority ethnic (BAME) community safety initiative.

72. The project has experienced delays due to the Covid-19 restrictions. Although one focus group has now taken place with a positive response from all attendees, work has moved to the delivery stage. A report is being created by the University of Leicester which will outline recommendations for improving engagement with BAME communities. The report will be presented to TMT in January 2021.

Implement our HMICFRS Improvement Plan.

73. Progress is continuing on delivery of the Improvement Plan produced to address the areas highlighted in the inspection report produced by Her Majesty's Inspectorate of Constabulary's and Fire and Rescue Services (HMICFRS). There are now 37 actions completed and work continues to complete the outstanding actions. Highlights of those actions completed include: additional training in Marauding Terror Attacks by specialist Service National Interagency Liaison Officers, a 5-year Equality, Diversity and Inclusion Plan now in place, A new promotions procedure has been implemented

following engagement with staff and representative bodies, and representative bodies have stated that they are happy with their level of involvement in decision making.

Implement a universal web based mapping system.

74. The project to implement Cadcorp GIS Web Mapping (Corporate platform of Web based maps and data) is progressing. Geographical maps are being accessed from the internet 'Cloud' meaning no manual updates are required and the latest maps are always available for use; aerial mapping is also being introduced.
75. A data warehouse is being built, with both incident data and water data (hydrant locations etc.) now available. Software to enable user defined and led 'self-service' access to the data is being installed in early November.
76. Overall software performance has been increased providing a much improved software launch time and map refresh enabling more timely access to maps and data. The Web GIS has undergone significant aesthetic changes including an improved user experience and application of Corporate Branding. It is anticipated that the new Web GIS platform will be rolled out to all Service staff later this year and then be further developed beyond that.

Publish Annual Data Protection Officer's (DPO) report.

77. The annual report is due for publication in January 2021 (covering the period 1 January to 31 December 2020). The Data Protection Officer continues to publish quarterly monitoring and update of activity reports to TMT, the latest one covering activities between 1 July and 30 September 2020.

Improve how we communicate using social media and our website.

78. The use of animations has increased across social media platforms and internal communications channels, such as an animation to promote the Staff Survey in July, and creation of 'Celebrate Safely' animations in September (which have just been released in a toolkit to stations).
79. Loughborough station has also facilitated the Service's first virtual open day on 20 September, which was hosted on Facebook. Posters were shared through social media and networks to local primary schools to gain interest, and advised the leads on best practice for the day, how to live stream from a personal Facebook account to the station page, etc. A promotional video was edited and shared on social media, boosting it to gain traction. The open day was successful, with the social media posts reaching 266,965 people, page 'likes' went up 169%, and this set a good benchmark for other stations to explore the possibility of hosting virtual open days during the pandemic.

## Improve engagement with our communities.

80. Community Safety videos were posted on social media in September for International Deaf Week, around specialised smoke alarms for the deaf/hard of hearing. The upcoming Have A Go Days (HAG) were also promoted for the next round of recruitment, including positive action HAG days. The annual '30 Days, 30 Ways' campaign was also supported, and sharing content throughout the month of September around how communities can be better prepared for an emergency.

## **Report Implications/Impact**

81. Legal (including crime and disorder)

Legal issues are dealt with within each project or task. There are no items for Corporate Governance Committee's attention.

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

Financial issues are dealt with within each project or task. There are no items for Corporate Governance Committee's attention.

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

The current Covid-19 situation represents a risk to the majority of projects currently being undertaken. Individual project risk registers will continue to be maintained, however it should be noted the uncertainty around allocation of internal resources and when suppliers will return to 'normal', means that the situation is changing regularly and as such it may not be possible to detail the absolute latest position in this report. The appliance replacement, VF4 and demountable devices projects are those most affected currently.

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 items for Corporate Governance Committee's attention.

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**

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