

Status of Report: Public

Meeting: Corporate Governance Committee

Date: 16 September 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 March 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 March 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 18 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. The latest revised programme suggests that the existing Airwave radio solution is scheduled to be replaced by mid-2022. A detailed plan has been issued by the Home Office.
6. A small amount of road coverage testing has been carried out whilst travelling to LFRS sites. Further activity has been temporarily suspended by the Home Office due to problems with the coverage testing portal.

7. Checking of service locations and critical operational locations (risk sites) will be shared with the Police/Ambulance, discussions regarding the strategy for the testing of these sites commenced during August.
8. Vehicle device testing continues. Derbyshire FRS have provided spare vehicles for test fitting of the prototype devices between August and December 2020. LFRS have completed the Home Office online questionnaire regarding vehicle types and fitting strategies.

Views Replacement

9. 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.
10. 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. It is hoped that creation of initial dashboards, focusing on IRS based key performance indicators will be available by the end of September 2020.
11. To further embed our knowledge and understanding of the Power BI (Business Intelligence) dashboard functionality, the Home Safety Check satisfaction information is being developed using the software. From September onwards further dashboards, meeting the revised user requirements will be developed and made available.

High Reach Appliance Replacement

12. This project has been created to procure and deliver a high reach appliance to replace one of the existing Aerial Ladder Platform vehicles.
13. 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 September TMT. Implementation of the final vehicle is estimated to be November 2022.

Appliance Replacement Project

14. The four replacement pumping appliances have been delivered and are all now operationally available. The project has been extended to include the procurement of three further appliances identified in the 2020/2021 capital budget. The new appliances are due to be built by the end of December 2020 and handed over to Operational Response by the end of March 2021. Following advice during July 2020 TMT, it is likely that procurement of a fourth appliance will be added to this project.

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 a replacement Finance Manager is appointed.

Vulnerable Persons Module Implementation Project

16. A project to develop and implement the vulnerable person's module within the Safeguarding team. The vulnerable person's module was successfully implemented on the 15 June 2020. The project will be closed on receipt of final invoices and approval of a project closure report which is due to be submitted to September 2020 meeting of the TMT.

On-Call Review Project

17. 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.
18. 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.
19. 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 TMT agreed to extend the stage completion until December 2020.

PPE Replacement Project

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

Virtual Fatal 4 (VF4) Replacement Project

21. 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. The Iveco Daily van was due to be delivered by the end of April, this was delayed until July. Other components were also delayed which prevented the build and implementation stage from progressing. An exception report was approved by July 2020 TMT extending the current stage and the project completion date by 3 months. The build stage is now due to be completed by the end of September 2020.

ICT Service Management System Project

22. 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.
23. The chosen supplier FreshWorks are progressing with the build, although completion is expected to be delayed due to time being lost during the procurement exercise. An exception report was approved by August 2020 TMT which outlined the issues. The fully functioning cloud based system is now due to be implemented by the end of October 2020.

Contingency Response Arrangements Project

24. A project to establish the effective use of third party contingency arrangements supported by internal arrangements.
25. A supplier has been selected and a contract has been signed. Stage 3, which included establishing the triggers for use and the accommodation, assets and equipment requirements was completed at the end of July 2020. Policies, plans and procedures will also be reviewed and updated as required. The stage 3 end stage report was approved by August 2020 TMT.

Demountable Appliance Devices Project

26. The 31 devices have been successfully delivered, built and rolled out to stations.
27. 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.
28. The implementation of the mounts is expected to delay the project closure until the end of October 2020, an extension of 3 months.

Web GIS Project

29. A project to upgrade to a web-based geographical information mapping system.
30. 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 is due to be completed by the end of October 2020.

Replacement Payroll Provider Project

31. A project to establish payroll services with Warwickshire County Council (WCC).

32. The Project Initiation Document (PID) was initially approved at April 2020 SMT meeting. Following further examination, the PID was updated and resubmitted to SMT, gaining approval on 8 June 2020. Stage 1 involved 3 payroll runs, reconciliation in test and creation of reports. The stage was completed at the end of June 2020, with SMT approving the end stage report. A 'go live' decision was made on 17 July which resulted in July's payroll run being the first one successfully undertaken by WCC.

eOPAS Optimisation Project

33. A project to re-implement eOPAS, the occupational health system, making it fit for purpose to the benefit of Forge Health and LFRS.
34. Stage 1 is underway and involves the pre-employment screening process and is due to be completed by the end of September 2020.

FireWatch Project

35. A project to develop and improve the functionality of FireWatch, the HR and personnel recording system.
36. Stage 1 involved defining a business case for 7.7.1/ Cloud migration/FireWatch App functionality. Stage 1 was completed at the end of July 2020, with the stage 1 end stage report being approved by August 2020 TMT.
37. The business case for moving to a cloud based infrastructure was approved by SMT on 26 August 2020.

Learning Management System Project

38. A project to develop a comprehensive Learning Management System.
39. A product provided by 'Learning Pool' has been selected. Stage 1 is underway and involves the system build, which was due to be completed by the end of August 2020. However, due to delays experienced during the procurement process, the system build is expected to be delayed by 8 weeks. Moving the stage completion date from the end of August to the end of October 2020.

Fleet Replacement Project 2020-2021

40. A Project to manage replacement of vehicles identified and supported via agreed capital bids.
41. The PID was approved by July 2020 Strategic SMT. Work is underway on agreeing the specialist vehicle requirements and procurement of the Director's and Fire Protection replacement cars.

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.

42. During the current Covid-19 situation alternative solutions was sought in order to continue with interaction with the communities of Leicester, Leicestershire and Rutland (LLR). Home Safety Checks (HSC) for example have been conducted via telephone. Focusing on the most vulnerable members of the communities identified via a vulnerable persons data set. In excess of 1500 telephone calls have been made.
43. The Community Educators have trained operational crews at Melton and Oakham stations to deliver telephone HSCs. Melton and Oakham were chosen due to the remote communities who may be outside of the Service's 10 minute life risk response time, in order to provide fire safety advice and guidance to more vulnerable members of the community.
44. The Fire Protection department have had to suspend direct interaction with premises identified on the Risk Based Inspection Programme (RBIP). During the main period of Covid-19 the team made contact with the responsible person at premises to ask for plans and documentation to be submitted electronically where appropriate. This has allowed for the fire safety audit process to be commenced with a compliance visit scheduled in the future. As premises and business continue to reopen the team continue to offer advice and guidance with a reintroduction of the RBIP where this is appropriate.

Deliver a new Arson Strategy.

45. The Arson strategy has been signed by the senior officers for both Fire and Police. Regular meeting are taking place and the first toolbox (Joint Arson Investigation) is being finalised. Communication links are being created between the District Managers and Community Educators (Fire Service) and Neighbourhood Policing Area Inspectors over the next 3 months.

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

46. Initial work has been completed. This has two outcomes: we identify a relatively large number of premises (new risk) but following assessment a high number are deemed generic and therefore are not developed into Site Specific Risk Information (SSRI) plans; and the existing risk process requires data cleansing / review to ensure it meets the standard that has been developed (updated procedure).

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

47. An electronic evaluation tool (SnapSurvey) has now been introduced to both the Community Safety department and the Fire Protection department. The evaluation tool is used as part of any visit or interaction with the communities of Leicester, Leicestershire and Rutland (LLR). The information and question set used to capture information has been agreed organisationally in order to present statistical data which can then be interpreted to influence future plans and team priorities.

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

48. A comprehensive gap analysis has been conducted across the organisation to fully understand the impact of the Phase 1 report. The outcomes are progressed both internally and also at a regional level to ensure a consistent approach. The responsible person of every 'in scope' building within LLR has been contacted via letter outlining the initial recommendations of the Phase 1 report and how these may impact the duties of the responsible person in the future. The letter details the initial recommendations which may become future mandatory requirements. The Fire Protection Department are offering advice and guidance to the responsible person where required.

Aim 2 – Respond effectively to incidents

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

49. LFRS are utilising appliances flexibly to ensure that life threatening incidents are attended within 10 minutes. An example of this is when an appliance is committed to an existing incident, Control will access the fire cover for that area and where required mobilise an additional appliance to standby in that area.

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

50. LFRS are currently maximising appliance availability by detaching whole-time staff to On-Call stations where crewing is above minimum levels.

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

51. The CFA have decided to move away from the DCP duty system in its current format by 2024. A working group will be established to review alternative systems over the next few months.

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

52. An On-Call project has been established to look at a number of issues associated with On-Call, including availability. A number of trial systems are in place such as reduced contracts and self-rostering. We have started to see an

increase in On-Call availability, however, the increased availability has been affected by the Covid-19 pandemic with a number of furloughed staff giving additional hours.

Aim 3 – Deliver value for money quality services

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

53. 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 paragraph 13. Implementation of the final vehicle is currently estimated to be November 2022.

Relocate and centralise our Learning and Development facilities.

54. A report outlining the current progress is being drafted ready for submission to the Combined Fire Authority meeting on 23 September 2020.

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

55. As outlined in paragraph 20, 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.

56. A significant amount of collaboration has taken place recently due to the Covid-19 pandemic. The Service has worked closely with the Local Resilience Forum and partners to provide a number of additional services. These included: supporting East Midlands Ambulance Service (EMAS) with urgent care patient transport, delivering prescriptions and controlled drugs to vulnerable people, testing and face fitting masks for local care workers, making visors for the health and care sector, delivering and storing PPE, delivering food parcels to households and food banks and checking the Covid-19 compliance of hotels and guest houses in Leicester.
57. During August, the Service also formally welcomed EMAS in to Coalville Fire and Rescue Station creating the first Tri-Emergency Service Hub.

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

58. A quotation for the bistro decommissioning costs, making it good for development has been received and is being reviewed by SMT. Following Covid-19 learning and future working patterns, an assessment of estate-wide accommodation will be undertaken.

Aim 4 – An engaged and productive workforce

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

59. By introducing the values and behaviours into the recruitment and induction/training programme for new recruits, this will further embed the values of Professional, Positive and Honest – thus ensuring and enabling staff to do the right thing to help communities.
60. With the introduction of the Competency Framework, all grey book staff are able to see /reference and understand the required competencies (softer skills) needed to carry out their role in the community.

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

61. The LMS Project commenced later than planned on 20 July 2020 due to delays in agreeing terms and conditions when purchasing the new system 'Learning Pool'. The discovery phase brought together service requirements matching to relevant processes and data ready for the build phase.
62. The investment in the procurement phase in negotiating additional elements is anticipated to enable a more rapid build. The current timeframe includes completion by end of October 2020 with subsequent education and communication.
63. Communication and marketing being a significant component of the project as a result of the desired cultural shift on ownership and accountability. Ownership of individuals in their own development, continual professional development and maintenance of competence. Accountability of line management for the development and maintenance of competence of their staff.
64. Collaboration with other FRS that use Learning Pool has resulted in an early agreement of content and structure that can be directly lifted onto our own system. This will save build time redistributing the resource to modify fit to LFRS policy, procedure, process and branding. These meetings have also built relationships that will provide collaborative support now and in the future.

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

65. The 2020 staff survey commenced on the 26 June, it was open for 5 weeks, closing on the 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. The results are being analysed during August and will be published by the end of September 2020.

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

66. The Services Values and behaviours are being embedded throughout the organisation through the use of the newly introduced LFRS Competency

Framework. The Framework has been mapped to both the NFCC Framework and the LFRS values of: Professional, Positive and Honest.

67. To-date, the framework has been used in the recruitment of new firefighters, and Area Managers. During July the Competency Framework was at the forefront of the design for the new promotions procedure. In addition, the values have been embedded into the new recruits induction and training programme, thus ensuring the values and behaviours are promoted at all areas of the organisation and at every opportunity. The use of screen savers on Service laptops and computers has also been used to promote the values.
68. As the Competency Framework is rolled out into more of the people practices, such as probation, appraisals and linked into training offerings, the values will become further embedded and thus impact on the culture and performance of the organisation.
69. Evidence from the recently completed staff survey indicates that 97% of respondents are aware of the Service's values and behaviours and 99% of them believe they show those behaviours in their work.

Aim 5 – Provide assurance

Implement a performance management system.

70. The internal development is continuing with the creation of a data warehouse with links to some of the Service's major data systems being put in place. Early provision of dashboard performance reports for community safety feedback are being made available, with further work ongoing in relation to delivering key performance indicator data via this method. The project is hopeful of sharing some of the new dashboards by the end of September 2020.

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

71. The project is currently experiencing delays due to the Covid-19 restrictions. The planned focus groups have not been able to take place to date, it is hoped they may be able to commence from September depending on when the restrictions are lifted. On a positive note, the delays have been accepted by the sponsor and the funding is not affected.

Implement our HMICFRS Improvement Plan.

72. The Improvement Plan that was put in place following the inspection report by Her Majesty's Inspectorate of Constabulary's and Fire and Rescue Services (HMICFRS) consisted of 24 'areas for improvement' across the pillars of Effectiveness, Efficiency and People along with 20 other identifiable comments that required attention.
73. There are a total of 88 actions that require attention within the Improvement Plan. Staff have been working hard to address these since the Plan's

development in August 2019. To date, 32 actions have been closed with seven further completed but awaiting evidence before they are closed. 46 actions are in progress and are at various stages, with some nearing completion but others at an earlier stage. There are only three actions that are yet to see any tangible progress. Department heads are now being asked for a timeline for completion on the outstanding items.

Implement a universal web based mapping system.

74. The Web Mapping has been implemented and is currently available to a limited number of test users and is showing data relating to water including hydrants, risers and open water sources. Corporate branding has been applied and maps are being accessed from Cloud servers providing the most up to date information without the need to manually update as we have done before. The mapping has been integrated with other Service line of business systems, better enabling currency of information to be maintained. Included in that are the demountable devices on appliances, with the new mapping elements incorporated for mobile use. More work is ongoing to develop the data warehouse to provide more data that can be viewed on maps including risk information, fire protection data, community safety activity data and incident data. Users will be provided with guidance on how to use the new Web Mapping that will be rolled out more widely for Service use. The project is currently on track for completion in April 2021.

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

75. Quarterly Data Protection Officer Reports are being submitted to TMT. The Quarter 4 report covering the period January-March 2020 also contained metrics and performance data relating to the financial year 2019/2020. The DPO's annual report will be presented in January 2021.

Improve how we communicate using social media and our website.

76. Animation has been used as a tool to improve communications via social media. An animation was created to show people that firefighters may be wearing masks when they turn up to incidents. This received good engagement (2,347 impressions on twitter – that is how many times people saw the tweet – and 64 engagements – that includes watching the video, liking it, etc). The use of animation adds another string to our bow, as it simplifies the message being sent and can be easier to understand by more communities.
77. There has been close working with the Local Resilience Forum during the Covid-19 pandemic in particular, to share messaging from partners. This has helped to improve how messages are communicated, as by sharing messaging, people are finding the Service's profile – there have been spikes in followers when posts from the councils on local lockdown restrictions were shared, for example. This practice means that the Service could potentially be reaching even more people who didn't necessarily follow us on social media before.

Improve engagement with our communities.

78. Linked to the BAME (Black, Asian and Minority Ethnic) community safety activity, the Service has been working with the Dr Cristian Morgner of the University of Leicester to understand how social media, leaflets etc can be used to improve engagement with BAME audiences. This work includes how staff are enabled to feel empowered to improve their communications tools. This work is ongoing, and communications methods will be reviewed to understand which channels should be focused on for this piece of work.

Report Implications/Impact

79. 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.

80. 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.

81. 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 we're currently undertaking. 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 projects mostly affected to date include: the On-Call review project, the VF4 replacement project and the demountable appliance devices project.

82. 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.

83. Environmental

Environmental impacts are considered within the delivery of each project or task. There are no items for Corporate Governance Committee's attention.

84. 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.

Appendices

None.

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