

**Status of Report: Public**

**Meeting: Corporate Governance Committee**

**Date: 15 September 2021**

**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 July 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 July 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 15 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. 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 full business case for ESN has now been approved by the Government. Based on the timeline contained in the document, the current Airwave radio equipment will continue to be in service until the end of 2026 with an additional contingency period of the first half of 2027. At this time, it is unknown what this will mean for the transition at Leicestershire Fire and Rescue Service as the relevant dates for software deliveries to allow transition have not yet been published.

6. Coverage testing is ongoing, the external testing supplier has agreed to perform the 'walk tests' with sophisticated equipment to test coverage at Birstall Station. The Home Office has also issued some signal boosters for testing, one has been allocated to LFRS which will be installed at Birstall Station.

#### 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 and information from the risk management system. This data can be used by all stations and departments to monitor performance, identify trends and target interventions. Customer survey satisfaction data was also added at the end of August 2021.
9. External consultants are assisting the ICT department with the infrastructure design to ensure the data warehouse which supports the dashboards is scalable and easy to maintain in the future. Further work on providing additional dashboards with data from others systems is dependent on the data warehouse work being completed.

#### 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. The vehicle requirements specification has been created and the supplier framework procurement process was completed at the end of June 2021. Emergency One were the only supplier to submit a response and have been appointed to undertake the work. The vehicle build is expected to be completed by December 2022.

#### Appliance Replacement Project

12. Four replacement pumping appliances have already been delivered. The project was extended to include the procurement of four further appliances identified in the 2020/2021 capital budget.
13. The additional 4 appliances have been built, signed off and delivered. There is however a delay caused by the availability of external engineers to install the mobile data terminals and radios. It is expected that the appliances will all be handed over to Operational Response by the end of October 2021.

#### Devolved Budget Management Project

14. A project to devolve budget management to department and district managers. The initial technical implementation took place at the start of the 2019/2020

financial year. The new Finance Manager will now establish what deliverables still need to be achieved in relation to training and reporting and reset expectations as to when and how these will be delivered. This work is impacted by the unavailability of resource within the Finance Department with a number of vacancies currently unfilled.

#### Virtual Fatal 4 (VF4) Replacement Project

15. A project to develop a VF4 van to replace the existing VF4 car. Despite significant delays due to the project supply chain caused by the pandemic, the van has now had the technical implementation completed and has been delivered to LFRS. User training is being undertaken and the van has also received its promotional wrap/branding and is ready for a launch event which is scheduled for 14 September 2021.

#### Web GIS Project

16. A project to upgrade to a web-based geographical information mapping system.
17. The final stage, linking maps to other systems was successfully completed at the end of August 2021. The project will now be closed on receipt of final invoices and a project closure report.

#### eOPAS Optimisation Project

18. A project to re-implement eOPAS, the occupational health system, making it fit for purpose to the benefit of Forge Health and LFRS.
19. The project is currently on hold while an evaluation into the benefits of the system optimisation takes place, as other alternative solutions are available.

#### FireWatch Project

20. A project to develop and improve the functionality of FireWatch, the HR and personnel recording system.
21. The project is progressing with migration to a cloud based version of the software which will make support and version upgrades easier. New versions of the software will provide access to the functional improvements required by Operational Response.

#### Learning Management System (Oracle) Project

22. A project to develop a comprehensive Learning Management System.
23. The project is nearing completion with data migration, learnings pathways and maintenance of competence for grey book staff all on target to be completed by the end of September 2021.

### Fleet Replacement Project 2020-2021

24. 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.
25. All remaining vehicles have now been delivered. The minibus is operational, the rope rescue van is having blue lights fitted, the welfare vehicle is with the vehicle body builders and the fogging unit is having its equipment fitted. Due to continued difficulties with suppliers caused by the pandemic, delays have been experienced. The rope rescue van and the fogging unit should be operationally available by the end of September, with the welfare vehicle being ready by the end of October 2021.
26. The scope of the project has been further increased to include 3 additional Fire Protection cars which should be available by the end of December 2021.

### Health and Safety Process Enhancement Project

27. A project to redesign Health and Safety Processes.
28. The project board has agreed a change to the technical specification and a solution using the Freshservice application is being delivered. User acceptance testing is being undertaken and will be completed by the end of September 2021 prior to live usage commencing.

### Microsoft 365 Migration Programme

29. 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
30. 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 March 2023.

### Exchange 365 Migration Project

31. A project to migrate Microsoft Exchange services from on premise into Microsoft 365 in the cloud.
32. Stage 2, which included procurement of a cloud storage back-up solution, creation of a user training plan and engagement with the Microsoft FastTrack program was due to be completed by the end of July 2021, however, not all deliverables have been completed as planned. Some stage 3 activities have however already been finished early. The project board has therefore agreed to

merge stages 2 and 3 and maintain the original project completion date of the end of October 2021.

### Corporate Workwear Project

33. A project to procure replacement corporate workwear and undress uniform provision.
34. Stage 1, which involves establishing user requirements, market research, creation of the procurement documentation and completion of an Equality Impact Assessment was due to be completed by the end of July 2021. However, discussions are ongoing with the current workwear provider regarding the possibility of a 12 month contract extension.

### Fleet Replacement Project 2021/2022

35. This project includes: five new appliances, a van for the rescue dog, which is carried forward from the 2020/2021 project and a replacement driver training car. All vehicles are due to be operationally available by the end of April 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.

36. The way in which education and enforcement activities have been delivered has continued to be influenced by both national and organisational COVID restrictions. As well as being aligned to our internal roadmap, this has continued to ensure that the most vulnerable members of the community receive the appropriate interaction. The Fire Protection Department has returned to conducting all Fire Safety Audits in person, liaising with the Responsible Person in the first instance to confirm that the premises being visited is Covid compliant. The Community Safety Department is now in a position of carrying out Home Safety Checks (HSC) via the telephone or, if more appropriate, in person. The ability to carry out HSC via the telephone has been very successful during the main period of the pandemic. It has allowed the team to continue to interact with members of the community so ensuring Safer People Safer Places. A combination of telephone and in person HSC will continue. This allows the team to conduct a HSC in a way that is appropriate for the team member as well as the individual concerned. A significant number of 'follow up' visits have also been conducted. This has allowed the Community Safety Team and Response to ensure that the individual has remained safe and well throughout the challenges of the pandemic.
37. The team of Fire Safety Inspecting Officers is on track with the target of 600 inspections set for the 2021-2022 Risk based Inspection Programme (RBIP). A number of outcomes from the Phase 1 Grenfell Towers Inquiry (GTI) are being progressed within the department; a significant outcome being the Building Risk

Review (BRR) Programme. This BRR has identified 115 residential tall buildings within LLR which the team must triage by December 2021. The team has contacted all the identified tall buildings to detail the recommendation of the Phase 1 GTI, offering the Responsible Person (RP) guidance around the recommendations.

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

38. In response to the Grenfell Tower Inquiry (GTI), a table top exercise to manage Fire Survival Guidance for residents who cannot evacuate a premises has been conducted. This will now be tested practically before Service-wide training and guidance is implemented. To improve situational awareness at fires in buildings that have failed, we have closed another GTI recommendation around access to aerial footage. An agreement with the Police is now in place to have support from their drones for any incident.
39. All identified High Risk Tall Buildings have been visited by crews to ensure radio communications are effective throughout the building. No issues have been found and the procurement of new digital radios in 2020 improves communication further. The completion date of December 2021 will not be met due to Covid restrictions outlined in the last report; the expectation being that July 2022 is now more realistic.

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

40. The health and safety training requirement was identified in the LFRS Improvement plan in response to the first HMICFRS inspection. In July, the Health and Safety Committee approved that the rolling six year programme was now business as usual. Progress has been made in all areas including: completed training at Strategic level; ongoing at Supervisory; and September sees the online training for reference holders and all other staff go live ready for completion by the end of the financial year.

Effective management and communication of our tall building risk profile.

41. A direct outcome of the Phase 1 Grenfell Towers Inquiry (GTI) was the formation of the National Fire Chief Council Protection, Policy and Reform Unit (PPRU). From this unit the Building Risk Review Programme (BRR) was established, which identified the 'in scope' premises within each Fire and Rescue Service. Within LLR, 115 'in scope' premises were identified. 'In scope' being six storeys or 18m in height. All 115 premises must be triaged and with detail reported back to the PPRU by December 2021. This triage process has been completed and is reported back to the PPRU on a monthly basis as required.
42. With the introduction of the amended Fire Safety Act 2021 the Fire Protection Team has communicated via letter/email to the Responsible Person (RP) at all 115 premises that form the BRR. The communication details recommendations

of the Phase 1 GTI as well as the amendments to the Fire Safety Act 2021 and what that means to the RP.

43. The Premises Risk Collaboration Group (PRCG) continues to review and monitor any premises that have 'interim measures' in place. Interim measures being for example a change in evacuation strategy for that premises due to current fire protection concerns. PRCG has direct involvement from Fire Protection, Operational Planning, Fire Control and Response. This collaborative approach ensures a collective overview of the management and communication of the risk profile of tall buildings within LLR. ensuring that the correct departments are fully informed and information remains valid and current as the risk profile changes.

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

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

44. Between April and July, the average response time, to a total of 273 life risk incidents, was 10 minutes and 13 seconds. Appliances were moved from their usual base to another location on 592 occasions for an average of 128 minutes at a time.

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

45. Fire Fighters were relocated from their usual base to an alternative location to maintain appliance availability on a total of 1762 occasions. The average period staff were at the alternative location was just over 12 hours. On-Call staff worked at wholetime stations on 256 occasions. Wholetime staff worked at On-Call stations on 47 occasions and wholetime staff worked at alternative wholetime stations on 1459 occasions.

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

46. The Shift Review Working Group is made up of Senior Managers and Representative Bodies. The group meet regularly to discuss alternative options to the Day Crewing Plus duty system. A number of alternative options have been reviewed, some ruled out and others are being further analysed. It is expected that a number of options will be presented to the CFA at its meeting in September 2021.

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

47. Since April 2021, On-Call availability has fallen in comparison to the same period of last year. On-Call staff returning to their "normal" place of work in place of home working has reduced staff availability. There has also been an increase in staff being required to self-isolate as a result of COVID-19.

48. The implementation of the recommendations from the “On-Call improvement” project, that will assist with increasing appliance availability continues. This includes a number of recent successful recruitment campaigns resulting in the recruitment of 20 new On-Call staff.

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

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

49. 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 (IRMP). Project progress is outlined in paragraphs 10 and 11 above.

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

50. A report outlining the current progress was presented to the Combined Fire Authority (CFA) at its meeting on 16 June 2021. A further update will be provided to the next CFA meeting in September 2021.

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

51. 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.

52. A modular based, on-line/Oracle based training package for use by all multi-agency partners to on-board new staff and to provide refresher training is being created by LFRS. The training being undertaken by the ICT trainer is for staff with a role in major incident response and will be delivered to the Police, EMAS, Local Resilience Partnership, Army, Environment Agency, British Red Cross and Health partners.
53. A joint initiative between Northants Police, Northants Fire, Leicestershire Police and LFRS to tackle stack and barn fires in the Market Harborough area, and just over the border in Northants, has been established. Any stack or barn fires in the area will trigger the initiative with joint actions being carried out to identify and catch arsonists.

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

54. Plans are being developed to make the best use of the space in Service Headquarters. A report detailing the proposal will be presented to the CFA at a future meeting.



#### **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.

55. The Learning Management System project is nearing completion (end of September 2021) and the system is now being trialled at a further Wholetime and On-Call station. The 'soft' launch of the maintenance of competence element of the system will be at the beginning of September. This will include a 36 month training calendar, providing operational teams the opportunity to schedule training to fit within a three-year window, making maintaining competence easier.
56. An experienced instructional designer joined the Service at the end of July. This role has been funded by the Fire Protection grant and they will be initially developing the fires in tall buildings training programme, before moving on to fire protection awareness training for the operational workforce.

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

57. A key work stream that aims to positively contribute to the development of a few of the staff survey themes, especially to 'increase performance feedback and recognition', is the design of a new appraisal process. Over the last two months the initial engagement exercise with stakeholders has been completed alongside the creation of a draft engagement presentation.
58. Senior Management Team visits have continued across the Service providing staff with the opportunity to ask senior management about how their service is being run.

Give leaders the skills to engage and motivate their teams.

59. An experienced Learning and Development consultant joined the Service at the beginning of July and he has spent six weeks with teams understanding their training needs. A proposal for next steps will be shared with the People and Organisation Development team by mid-September. This will include the introduction of a unique coaching and feedback model.

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

60. A Health and Wellbeing plan has been written and shared with the Health and Wellbeing team and the Principle Officers. This describes and prioritises the key interventions the Service aims to deliver over the next 24 months. One of the first on the list (and highlighted by the HMICFRS) is the provision of wellbeing/ stress awareness training for all staff. Aims and objectives have been written and Learning and Development are in the process of finding a suitable provider.

## **Aim 5 – Provide assurance**

### Implement the findings from the multiculturalism and fire safety research.

61. The research report on multiculturalism and fire safety undertaken with the University of Leicester identified ways for improving engagement with Black, Asian and Minority Ethnic communities. The recommendations involve building trust and creating a visual strategy for a person-centred approach to fire safety and the creation and delivery of a training package for community engagement. The training package has been created and will, over the next six months, be presented to operational and support staff.
62. Work has also commenced on the creation of 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.

### Implement our HMICFRS Improvement Plan.

63. The published action plan identified 88 areas for improvement, 55 of these have now been completed. All of the remaining 33 actions are scheduled to be complete before the next planned inspection in 2022.
64. Trauma Risk Incident Management training has now been completed, with 18 members of staff now qualified practitioners. Briefings are now being carried out for identified trauma related incidents, with one-to-one support offered for those in need.
65. A collaboration exercise has been completed with partners to test the Marauding Terrorist Attack procedures at multi-agency levels. Inter-service and multi-agency debriefs have been completed, with learnings identified and allocated as appropriate.

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

66. 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. The first seven Fire Standards for fire and rescue services in England have now been published.
67. Strategic leads have now been agreed for each of the standards and are assessing compliance and working to identify areas needed for improvement. A gap analysis tool has been developed that will show the Service's current position against the individual standards.

### Improve engagement with our communities.

68. The Celebrate Safely campaign is underway again with initial meetings having taken place with Leicestershire Police. A 'soft launch' has been agreed and will be social media based, with budget being used to boost the posts to ensure all communities are reached. New animations are being created on key topics (cooking, candles, electrics, fireworks) and as a first, working closer with the Police to boost the 'Out and About' messaging which covers key topics such as locking up your house.
69. LFRS is also very aware that there is a need to explore social media channels to better engage with communities, and as such a 'pilot' to run the first Service TikTok account is planned. TikTok is the world's seventh most used social media network and has a young demographic, so is therefore a good opportunity. A content plan will be developed to ensure appropriate, engaging content is shared. Evaluation of the 'pilot' will determine whether the use of the channel is rolled out across the Service.
70. In response to the findings of the Community Engagement work undertaken with the University of Leicester, the Corporate Communications department will be improving the suite of photography with the assistance of an On-Call Firefighter, whose 'day job' is in photography and social media. It was felt it would be beneficial to use someone who already works for LFRS as they are aware of the study and the kind of imagery required. A working group will be putting a content plan together with a conscious effort to ensure the photography is person-centred and designed to build trust, show the Service as being approachable and ensure the imagery is more representative of communities served.

### **Report Implications/Impact**

71. Legal (including crime and disorder)

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

72. 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.

73. 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 some of the 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.

74. 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.

75. Environmental

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

76. 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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