

Status of Report: Public

Meeting: Corporate Governance Committee

Date: 14 July 2021

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

Report by: Callum Faint, Chief Fire and Rescue Officer

Author: Chris Moir, Planning Manager

For: Information

Purpose

1. The purpose of this report is to inform the Corporate Governance Committee (CGC) of progress made since March 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 March 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. 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 central ESN programme has presented an update which they will be submitting to the Government. Whilst some of the content is contractually sensitive, the business case for continuing the project is still viable even though the timescales may be longer than planned.
6. Coverage is still seen as being key to the success of the project and existing coverage assurance works will continue throughout the life of the project. This

activity, which is being carried out jointly with the Police, is currently on hold whilst software updates to the coverage portal are being carried out. These will enable additional functionality for in-building testing which will be used for further testing at fire stations and service buildings. This work will be going again in July 2021.

7. Options for early installation of supporting hardware (antenna and cabling) are being reviewed as well as potential fitment of ESN devices alongside existing Airwave equipment. These are being discussed with the Programme and suppliers.

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. Incident Recording System (IRS) and CFRMIS data (including Home Safety Checks) are now available via Power BI dashboards and are available to be used by all stations and departments.
10. External consultants are currently assisting ICT with the infrastructure design to ensure the data warehouse is scalable and easier to maintain moving forward. Further work on providing additional dashboards with data from other systems will have to be put on hold until work on the data warehouse is complete.

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. 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.

Appliance Replacement Project

13. 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.
14. The additional 4 appliances have been built, signed off and delivered. Local mobile data terminals and radio fit-out work, and equipment stowage is currently taking place. The appliances will be handed over to Operational Response by the end of July 2021.

Devolved Budget Management Project

15. 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 arrange delivery of the final tasks in relation to training and reporting and communicate a plan as to when these will be achieved.

Virtual Fatal 4 (VF4) Replacement Project

16. 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 Covid-19 pandemic the van has now had the technical implementation completed and has been delivered to LFRS. User training can now be undertaken and the van can receive its promotional wrap/branding and be ready for a launch event which is being scheduled for September 2021.

Web GIS Project

17. A project to upgrade to a web-based geographical information mapping system.
18. Stage 2 of the project, which included the creation and live deployment of Firemap (a desktop application providing easier access to map based incident and hydrant information) was successfully completed in January 2021.
19. The final stage, linking maps to other systems was due to be completed by the end of May 2021, however this has not been achieved due to a dependency on a software upgrade and development work which has still to be completed. An exception report outlining the details was approved by the Tactical Management Team (TMT) in June 2021 and the project completion date has been extended to the end of August 2021.

eOPAS Optimisation Project

20. A project to re-implement eOPAS, the occupational health system, making it fit for purpose to the benefit of Forge Health and LFRS.
21. The project has been on hold since December 2020 as progression was dependant on input from the Occupational Health Manager. This position was vacant for a significant period of time, however it has now been filled and following a period of familiarisation it is hoped the project will be reignited and progress made over the coming months.
22. An exception report will be submitted to the TMT when estimated revised implementation dates are established.

FireWatch Project

23. A project to develop and improve the functionality of FireWatch, the human resources and personnel recording system.
24. Limited progress has been made over recent months due to the availability of project resources, other commitments and service priorities.
25. The project board is, however, now in the process of agreeing the revised deliverables which will be implemented alongside a migration to a Cloud based version of the software.
26. Revised dates will be provided in an exception report once the scope is agreed and the dependencies and timescales are understood.

Learning Management System (Oracle) Project

27. A project to develop a comprehensive Learning Management System.
28. Stage 2, which includes learning pathways and maintenance of competence programmes, and development of the promotions process was not completed by the end of February 2021 as planned. An exception report, which detailed the reasons and outlined the options to complete the project, was approved by TMT in March 2021. TMT agreed to extend the project timescales by 4 months and provide the requested resources to support the project being completed by the end of July 2021.

Fleet Replacement Project 2020-2021

29. A Project to manage replacement of vehicles identified and supported via agreed Capital Bids.
30. 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.
31. All remaining vehicles have now been delivered. The minibus is operational. The rope rescue van is having blue lights fitted and should be ready within the next month. The welfare vehicle is with the vehicle body builders and the fogging unit is having its equipment fitted. Despite continued difficulties with suppliers due to the impact of Covid, it is hoped that all vehicles will be available by the end of July 2021.

Health and Safety Process Enhancement Project

32. A project to redesign Health and Safety Processes.
33. The project board has agreed a change to the technical delivery and is now proposing a solution using the Freshservice application. Based on the new approach a re-planning exercise has taken place. An exception report detailing

the revised options and anticipated timescales was submitted to the TMT in June 2021, which approved a revised project completion date of the end of September 2021.

Microsoft 365 Migration Programme

34. A Programme of 3 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
35. The 3 projects will be governed by the same Programme Board and each of the 3 projects will have an individual Project Initiation Document (PID) and have separate project teams appropriate to the project. The programme is due to be completed by March 2023.

Exchange 365 Migration Project

36. A project to migrate Microsoft Exchange services from on premise into Microsoft 365 in the cloud.
37. Stage 1 is underway and involves the migration to the Cloud access control (Active Directory), the conversion of all users to log in with their full email address and the updating of all computers to run latest version of Windows 10.
38. The stage was due to be completed by the end of June 2021. Although final Windows 10 upgrades were not completed until the first few days of July 2021.

Corporate Workwear Project

39. A project to procure replacement corporate workwear and undress uniform provision.
40. Stage 1 is underway and involves establishing user requirements, market research, creation of the procurement documentation and completion of an Equality Impact Assessment. The stage is due to be completed by the end of July 2021.

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. Whilst both local and national Covid-19 restrictions have remained in place the Community Safety Department and Fire Protection Department have continued to deliver Prevention and Protection activity in various ways. There has been

direct interaction with communities or, if more appropriate, a remote form of interaction has taken place. The Community Safety Team have continued to offer and carry out Home Safety Checks (HSC). Virtual HSC's, social media advice and guidance and web based interaction have all proved to be successful. Over recent months there has been more direct 'door step' interaction with members of the community when appropriate. 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. The team of Community Educators (CEs) has also worked closely with Response during the pandemic to quality assure the HSCs given by Response crews. In this way we can be confident that across the organisation HSCs are consistent in content and delivery.

42. The team of Fire Safety Inspecting Officers within the Protection Department is carrying out the majority of fire safety audits via direct interaction with the community. Prior to any visit the team of officers is ensuring that the premises to be visited are Covid-19 compliant. During the continued challenges of the pandemic, the 2020-2021 Risk Based Inspection Programme (RBIP) was successfully achieved. The 2021-2022 RBIP target figure has been increased in order to continue to demonstrate effectiveness and efficiency within the Fire Protection Team.

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

43. Activity to address the Grenfell Tower Inquiry recommendations is progressing with 20 of the 46 completed. Recent deliverables include: smoke hoods available on appliances; ability to receive and electronically store premises plans; survivor details and communicating Major Incident status.
44. Working with Derbyshire and Nottinghamshire, working arrangements have been agreed which will help to close further recommendations. This will ensure that all Services can work together if a Major Incident like Grenfell were to occur. Training will start from September this year and will require exercising, debrief, review and assurance. Due to delays caused by Covid-19, timelines have increased by 6 months, going beyond the December 2021 deadline proposed. It is anticipated that all training will be published and movement to new processes by March 2022 with the assurance that changes taking place will be embedded between March to July 2022.

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

45. Following a training needs analysis, a six-year training plan was started in quarter 4 of 2020/21. This included training Strategic Managers, which is now complete. We have trained a health and safety reference holder for each location. The training is an Institution of Occupational Safety and Health (IOSH) 'managing safely to IOSH standard' qualification and will be in place for these reference holders by August 2021.

46. An e-learning package has been produced for staff to complete over the Summer of 2021. All new recruits now receive health and safety training as standard during their induction.

Effective management and communication of our tall building risk profile.

47. A direct outcome of the Phase 1 Grenfell Towers Inquiry (GTI) was the formation of the National Fire Chief Council's (NFCC) Protection, Policy and Reform Unit (PPRU). The unit then set up the Building Risk Review Programme (BRR). The BRR identified the 'in scope' premises within each Fire and Rescue Service. Within Leicester, Leicestershire and Rutland (LLR) 115 'in scope' premises were identified ('In scope' being 6 storeys or 18m in height). All 115 premises must be triaged and reported back to the PPRU by December 2021. The Fire Protection Team remain on track to complete this work and has been reporting to the PPRU on a monthly basis as required. The Fire Protection Team has communicated via letter/email to the Responsible Person (RP) at all 115 premises on a regular basis detailing the recommendations of the Phase 1 GTI as well as the amendments to the Fire Safety Bill and what that means to them.
48. Within LFRS the Premises Risk Collaboration Group (PRCG) has been formed. The group has direct involvement from Fire Protection, Operational Planning, Fire Control and Response. 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.

49. During April and May 2021 LFRS attended 125 life threatening incidents. The average response time being 10 minutes and 9 seconds. To assist with maintaining the response time across Leicester, Leicestershire and Rutland appliances were relocated on 305 occasions for on average 136 minutes per appliance move.

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

50. During April and May 2021 LFRS relocated firefighters from their usual work location to another location on 604 occasions to maximise appliance availability. The average time spent at the new location being 12 hours.

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

51. 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 later in 2021.

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

52. A project to review On-Call appliance availability and make recommendations to increase availability has concluded, 30 recommendations were approved. These recommendations are now being embedded into the organisation, four examples being:
- i. Self-rostering. To meet station and community needs, where appropriate, individuals commit to a four-week rota of availability, allowing stations to work more flexibly;
 - ii. Formal recognition of the term “On-Call” within LFRS, which is linked to the “grey book” terms and conditions. Policies, procedures and guidance will be changed to reflect this change;
 - iii. Provision of Tactical Response vehicles at stations where appliance availability is low. Supporting competence, maintaining response provision, while recruiting and training is undertaken;
 - iv. Learning and development delivery model to change from the existing 24 months to 10 months, which will allow individuals to be trained quicker and increase appliance availability.

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 (IRMP). Project progress is outlined in paragraphs 11 and 12 above.

Relocate and centralise our Learning and Development facilities.

54. A report outlining the current progress was presented to the Combined Fire Authority (CFA) at its meeting on 16 June 2021.

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

55. 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.

56. The Blue Light Portal has been identified as the place to hold all contracts and this work is ongoing. This will allow the Service to view all Blue Light contracts so that costs and time can be reduced by joint purchasing with other organisations. The Service continues to collaborate with other services at Coaville Station, with all 3 blue light services in one building, and EMAS continue to occupy the top floor of Service Headquarters.

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

57. Plans are being developed to make the best use of the space in Service Headquarters, currently it's an option for Learning and Development, as part of the relocation and development of new facilities. The plans could include a virtual reality suite to compliment operational response and community safety training.

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.

58. The Oracle project is trialling the launch of a Learner Management system with a Wholetime and On-Call crew. The system will launch in August 2021 and will allow all operational staff to record their maintenance of competence and support staff to record their development against values and behavioural competencies.
59. Learning and Development (LD) has secured Covid-19 funds to procure conferencing facilities and cameras for all stations in order for teams to be able receive quality delivery in a remote way.
60. The Breathing Apparatus sector board games are actively being used and LD is running remote support and assurance sessions; the team has received positive feedback.
61. Incident Command has distributed software to stations as part of a trial to create virtual scenarios to train to. The team has now conducted all reaccreditations from Station Manager to Chief Fire Officer. They have also completed 4 Level 1 courses and a Level 2 course, which has not been done in service for nearly 5 years.

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

- 62. There is continued focus on engagement around 'what does Strategic direction look like'? The Area Manager Safer Communities is running sessions with Middle Managers and the Tactical Management Team (TMT).
- 63. A session has been held with the Senior Management Team (SMT) to review progress against Staff Survey actions.
- 64. There is a #behuman campaign, linked to empathetic compassionate conversations planned. Currently, resource within the service is being sourced to film a video to launch the campaign, centring around 'human' interactions between operational and support departments.

Give leaders the skills to engage and motivate their teams.

- 65. The recruitment process for a Learning and Organisational Development facilitator (someone to deliver face to face leadership development interventions) resulted in the appointment of an individual with over 20 years' experience of leadership and team development and coaching. The aim is for them to start in service by the beginning of August.
- 66. The Oracle project (launch end August 2021), recently added a section on Human Skills which includes a link to modules on emotional intelligence, personal resilience and communication.
- 67. The Human Resources (HR) manager moved away from the day-to-day running of the HR team (beginning June 2021) into a project role focussing on the LFRS appraisal process; to include developing the skills of leaders to be able to give and receive feedback and develop their teams.

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

- 68. An internal team of four is putting together a half day managers workshop, and a shorter session for the whole workforce. The initial scope and content of session has been written.
- 69. Activity completed with 6 teams of stakeholders from around the workforce (SMT, TMT, Middle Managers, HR team and 2 Wholetime crews) to establish the key psychosocial risks, based on the Health and Safety Executive risk information. This will be used to inform future interventions (prioritising the development above).

Aim 5 – Provide assurance

Implement the findings from the multiculturalism and fire safety research.

70. 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. 22 staff members have volunteered to become workplace EDI advisors to help implement the recommendations, and their training is underway. The initiative has had national publicity as it featured in the May edition of the Fire magazine.

Implement our HMICFRS Improvement Plan.

71. The published action plan identified 88 areas for improvement, 52 of these have now been completed. All of the remaining 36 actions are scheduled to be complete before the next planned inspection in 2022. All outstanding recommendations from our health and safety committee have now been completed and training has now been delivered to operational staff in relation to site specific risk assessments.

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

72. 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 five Fire Standards for fire and rescue services in England have now been published.
73. These initial Fire Standards have an operational response focus, outlining what front-line best practice should look like. The standards are about identifying what it is to be prepared, how best to respond and then how to learn and embrace new thoughts and technologies to drive a culture of innovation and prevention. The five Fire Standards are:
- Emergency response driving
 - Operational preparedness
 - Operational competence
 - Operational learning
 - Code of Ethics
74. Leicestershire Fire and Rescue Service recognise these professional standards and are 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.

75. LFRS has been an active participant in the 'Safer Summer' campaign, which is being run by local councils. The Service has worked with Lutterworth station to create social media messaging around key summer themes: water safety, BBQ safety, bonfire safety and shared this with everyone who is part of the campaign. There will be an aim to increase social media messaging on topics such as drink/drug driving, burglaries/locking up/open windows in summer, and more. Messaging remains fluid and will be in line with a lifting of restrictions, so that messages are timely and relevant to what communities may be doing.
76. Home Safety Check posters have been created specifically targeting individuals who may have a disability and need help evacuating their homes in the event of a fire. These posters will be distributed around local GP's, and will not only generate HSCs, but will also help the Service to reach a part of the community which may not have been engaged with particularly well in the past.

Report Implications/Impact

77. Legal (including crime and disorder)

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

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

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

79. 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.

80. 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.

81. Environmental

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

82. 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

Training Facility - Service Leadership and Development Centre: Project Update -
Combined Fire Authority 16 June 2021

<https://leics-fire.gov.uk/your-fire-service/decision-making/cfa-meetings/>

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

This page is intentionally left blank