

Status of Report: Public

Meeting: Corporate Governance Committee

Date: 20 January 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 November 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 November 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 24 outstanding 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. LFRS have completed the first stage of coverage testing. A firefighter on modified duties carried out the testing which included in-building testing of all of stations and external testing of category 1 risk sites. There were 122 sites

tested in total and the initial results were positive with good coverage being experienced. Further phases of testing will be carried out during 2021.

7. LFRS have reviewed and responded to The Home Office technical specification document relating to proposed functionality of the hand held radio devices.

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 being migrated from the test environment to a live server to allow usage to commence.
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 in January 2021 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 updated options analysis and recommendation report for the high reach appliance type was approved by the Tactical Management Team (TMT) on 5 November 2020. Subsequently the Chief Fire and Rescue Officer requested some additional information in relation to Service risk also be included.
13. The next stage involves the supplier selection process and is due to be completed by the end of June 2021.

Appliance Replacement Project

14. 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.
15. The supplier, Emergency One have had significant periods of closure due to the Covid-19 pandemic. 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 and handed over to Operational Response by the end of July 2021.

Devolved Budget Management Project

16. 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 was suspended by the Senior Management Team (SMT) until the new Finance Manager was in post. This position has now been filled and a review of the project will be undertaken in the early part of 2021.

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 recommendations of the project were collated at the end of December 2020 and will be presented to SMT in January 2021.

Personal Protective Equipment (PPE) Replacement Project

20. A project to procure replacement operational PPE is progressing well. The sizing exercise has been completed and Bristol Uniforms are currently manufacturing the items. The rollout is on-schedule to be completed before the current contract expires at the end of 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 supply chain caused by the Covid-19 pandemic. Current estimates are that the vehicle build will be completed by the end of January 2021. A formal launch of the vehicle will follow once social distancing restrictions are lifted.

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 Freshservice system was successfully implemented on 10 November 2020. The project will be closed on receipt of final invoices and approval of a project closure report.

Demountable Appliance Devices Project

24. The 31 devices have been successfully delivered, built and rolled out to stations.
25. Originally the device mount installations were delayed 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.
26. The implementation of the mounts is now progressing well. 25 were successfully fitted to the Scania fleet by the end of December 2020. The final 6 will be installed by the middle of January 2021.

Web GIS Project

27. A project to upgrade to a web-based geographical information mapping system.
28. 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.

eOPAS Optimisation Project

29. A project to re-implement eOPAS, the occupational health system, making it fit for purpose to the benefit of Forge Health and LFRS.
30. Stage 1 involved the pre-employment screening process, which was successfully implemented for internal staff on the 23 October 2020, however this still needs to be completed to benefit external customers (Forge Health).
31. To progress this effectively and further aspects of the project, the project board have suggested that the input from the Occupational Health Manager role, which is currently vacant is vital.
32. As such, in December 2020 the TMT agreed that further work on the project should be suspended until an Occupational Health Manager is in place.

FireWatch Project

33. A project to develop and improve the functionality of FireWatch, the HR and personnel recording system.
34. Stage 2 focuses on process and reporting improvements and was planned to be completed at the end of October 2020. However, given the current capacity of project resources, other commitments and service priorities the original stage implementation date was not achieved. The tasks and timescales within the

project will need to be reviewed, re-planned and presented to TMT in February 2021 for approval.

35. The business case for moving to a cloud based infrastructure was approved by SMT on 26 August 2020.

Learning Management System Project

36. A project to develop a comprehensive Learning Management System.
37. A system called ORACLE provided by 'Learning Pool' was selected and successfully implemented on 30 November 2020.
38. The next stage, which includes learning pathways and maintenance of competence programmes, and development of the promotions process is due to be completed by the end of February 2021.

Fleet Replacement Project 2020-2021

39. A Project to manage replacement of vehicles identified and supported via agreed Capital Bids.
40. 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. Non-specialist replacement vehicles (station and workshop vans) were delivered as planned at the end of December 2020.
41. The delivery of the specialist vehicles, including a fogging unit, a welfare vehicle and a rope rescue van are expected at the end of March 2021.

Health and Safety Process Enhancement Project

42. A project to redesign Health and Safety Processes.
43. The Project Initiation Document (PID) was approved at the Tactical SMT meeting on 25 November 2020. The first stage, which concentrated on the safety event reporting form and the creation of the SQL database was successfully completed at the end of December 2020.
44. The next stage which develops and improves safety event reporting shared processes is due to be completed by the end of March 2021.

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.

45. Prevention and Protection activity continues to be delivered in innovative ways whilst remaining aware of the need to remain Covid-19 compliant. This continues to require an approach of both direct interaction with the communities of Leicester, Leicestershire and Rutland (LLR) or if more appropriate, a remote form of interaction. This approach ensures the continued wellbeing of all members of staff as well as offering reassurance to members of the community.
46. Prevention activity continues to benefit from innovative ways of successfully delivering a Home Safety Check (HSC). The team of Community Educators (CE) have been working closely with Operational Response crews to offer advice and guidance on ways to deliver a HSC. Such ideas as via Zoom, web-based interaction as well as the use of social media to promote HSC and offer Safe and Well advice. The team of CEs also assure the HSCs being delivered to ensure quality of delivery and consistency across the organisation.
47. If a highly vulnerable member of the community is identified as requiring a HSC, then the team of CEs will continue to carry out an appropriate socially distanced 'door step' HSC.
48. Fire Protection have returned to conducting the majority of fire safety audits via direct interaction with the community. Whilst again ensuring that the premises they are visiting are Covid-19 compliant. The focus within the Fire Protection Department and the team of Fire Safety Inspecting Officers continues to be the annual Risk Based Inspecting Programme (RBIP). If more appropriate, the Inspecting Officers also continue to have the option to complete the fire safety audit remotely, 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.

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

49. Operational Planning and Fire Protection now have monthly meetings (Premises Risk Information Group) with terms of reference and information being shared frequently. Assurance processes are now successfully included within the Provision of Operational Risk Information System (PORIS) procedure and will be further embedded as that group develops.

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

50. The Snap Survey app is now widely used across the organisation to capture and evaluate the work carried out within protection and prevention. The

information gathered is being analysed jointly between the Community Safety Department and Planning and Performance Department to evaluate all forms of interaction with the communities of LLR.

51. The evaluation allows for a more targeted approach with a wider section of the community. This has proven beneficial from a more targeted approach to HSCs and to ensure the annual Fire Protection RBIP is based on the very high and high risk premises as well as being based on operational incident statistical data.
52. Snap Survey is utilised to capture a variety of data. From satisfaction data to behavioural change data. Also, equality diversity inclusion (EDI) data is captured to ensure interaction as a service with all community groups. The question set for EDI has been supplied by the Service Inclusion Team to ensure consistency of data captured.

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

53. Since the last update, smoke hoods for all appliances for members of the public to use during an evacuation have been ordered. Remaining work has been prioritised and task and finish group leads identified. Activity will be ongoing through 2021.

Aim 2 – Respond effectively to incidents

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

54. On 680 occasions, since the 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 attendance times to incidents targets. The average length of time appliances spent at the alternative location is two hours.

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

55. From April to November, On-Call firefighters have been used on 217 occasions 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%. (169 full 12 hour shifts and 48 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.

56. A service project to identify alternative arrangements for the DCP duty system will be initiated to deliver alternative solutions during the period of the current IRMP. The first project board meeting is on 22 January 2021. This project will include staff, representative bodies and management representation.

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

57. To assist in the increase of on-call appliance availability the Service has undertaken a number of pieces of work:
- i. Initiated a project to review the On-Call provision with an aim of increasing availability to as close to 100% as possible. The report and recommendations will be presented to SMT on 27 January 2021;
 - ii. Increased recruitment – there are currently three recruitment campaigns per year with 12 individuals recruited per campaign;
 - iii. 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 now 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.
 - iv. 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.
58. 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.

59. 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, 12 and 13 above. Implementation of the final vehicle is currently estimated to be November 2022.

Relocate and centralise our Learning and Development facilities.

60. A report outlining the current progress was presented to the Combined Fire Authority (CFA) at its meeting on 16 December 2020.
61. The project is scaling back from a single consolidated site for the Learning and Development Centre to a cost-effective split site solution. A further progress update is being presented to the CFA in February 2021.

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

62. As outlined in paragraph 20 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.

63. A significant amount of collaboration continues to take place due to the Covid-19 pandemic and this will continue over the coming months. Attendance at the Strategic and Tactical Coordinating Groups and the Local Resilience Forum ensures the Service has the latest information and is able to offer help and assistance where required.
64. Effective partnership working continues with Leicestershire Police and West Midlands Fire and Rescue Service to ensure all driver training activities are maintained, and negotiations with Kendrew Barracks have ensured that Compressed Air Foam training can recommence there in January 2021.

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

65. The development of the Bistro area at Headquarters has not been progressed significantly to date. An estimate of the redevelopment costs has been received. Lease opportunities are potentially unlikely due to organisations reviewing their estate strategies following the pandemic. SMT are however considering the use of the area by internal LFRS departments.

Aim 4 – An engaged and productive workforce

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

66. Alongside the extensive activities the Service has been undertaking in supporting communities and partner agencies during the pandemic, which were detailed in the report 'Covid-19 and Leicestershire Fire and Rescue Service' presented to the CFA on 16 December 2020, the Learning and Development team have continued to deliver operational training to ensure that staff remain competent in the skills required to respond to incidents.
67. The Occupational Health Team also continue to keep the workforce healthy and provided flu vaccines to staff during December. The Trauma Risk Management process remains active with the aim of identifying individuals and colleagues who may be struggling to cope following exposure to a potentially traumatic incident or the build-up of several traumatic events.
68. 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 and forms part of the National

Fire Chief's Council and the Local Government Association's recently introduced Core Code of Ethics (Core Code), which has been designed to underpin the way we serve communities, carry out our role, and work together. The Core Code complements organisational values and behaviours of Positive, Professional and Honest and will be embedded within LFRS during 2021

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

69. The new LMS has been implemented as detailed in paragraphs 36 to 38. Full project implementation is currently on target for the end of February 2021. The project team continue to work with individual teams/stakeholders to create the required look, feel and content of the courses within the system.

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

70. The 2020 staff survey was completed in July 2020. 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.
71. The results contained some very positive responses and were published internally at the end of September 2020.
72. The six main themes from the Survey which were identified as requiring attention have been shared with staff. Any actions undertaken in addressing any of the themes is being highlighted with the use of survey specific branding to make it clear that the results were taken seriously and improvements are being implemented.

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

73. 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.
74. As highlighted in paragraph 68, in November 2020 SMT took the decision to concentrate on the new National Fire Chiefs Council Code of Ethics during the early part of 2021. Alongside our values and behaviours, this Code is designed to guide all Fire and Rescue Service employees in their day-to-day conduct, providing professional standards of practice and behaviour to carry out business honestly and with integrity and to underpin organisational culture. It provides the expectations for how employees should behave in any given situation, to assist with decision-making.

Aim 5 – Provide assurance

Implement a performance management system.

75. 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 key performance indicators and community safety feedback are now available. Further dashboards linking to other system data will be introduced on a phased basis through to August 2021.

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

76. Although the project experienced delays due to the Covid-19 restrictions sufficient work has been undertaken to facilitate the creation of a report by the University of Leicester which will outline recommendations for improving engagement with BAME communities. The report will be presented to TMT on 21 January 2021.

Implement our HMICFRS Improvement Plan.

77. Progress is continuing on 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). To date, 38 of the 88 identified actions have been completed with several others nearing completion. Work continues to complete the outstanding actions by the end of March 2021.

Implement a universal web based mapping system.

78. 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.
79. A data warehouse is being built, with both incident data and water data (hydrant locations etc.) now available.
80. 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. The new Web GIS platform will be rolled out to all Service staff in January 2021 and then further developed beyond that.

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

81. The Data Protection Officer (DPO) continues to publish quarterly monitoring and update of activity reports to TMT, the latest being quarter 2 covering activities between 1 July and 30 September 2020. The annual DPO report

(covering the period 1 January to 31 December 2020) will be presented to TMT on 21 January 2021. Following approval the report will then be presented to the Senior Management Team.

Improve how we communicate using social media and our website.

82. A large portion of communication on social media and the website in the later months of 2020 was for Wholetime recruitment. This was to ensure that the opportunity was promoted to the communities of LLR, with a particular focus on ensuring that the demographics which are under-represented in the workforce, such as women and those from BAME backgrounds, were reached.
83. Three brand new videos promoting the recruitment were filmed. These specifically promoted diversity as they featured individuals from BAME backgrounds, different age and gender profiles. One of these videos was viewed by 19,000 people. A video of the Chief Fire Officer Callum Faint announcing the recruitment portal was open was also filmed – this video was viewed by more women than men, with 52.8% of views coming from women. A new video was also created and filmed professionally with an individual from a BAME background demonstrating a 'Have a Go' Day. This not only created new footage of the Point of Entry Tests, but also helped to reinforce the messaging that the Service encourage individuals from all backgrounds to apply, and that no barriers are put in place to anyone. Overall, recruitment posts (including videos) reached 218,420 people on Facebook and received 13,484 engagements (likes, comments, shares and post clicks.)
84. The Service's website has also been assessed and ways that the pages can be improved considered. Individual station pages are currently being scrutinised, to ensure content is up-to-date, and individual stations worked with to get better content – such as videos and photos – to help provide more of an insight to communities. The website is also being re-assessed to ensure it meets the Government's Accessibility Regulations.

Improve engagement with our communities.

85. Celebrate Safely continued this year, but in a different way. Any 'faith focused' content was avoided, because people were celebrating differently this year. Instead content was kept more generic, on topics such as driving safely, using candles safely, testing smoke alarms and not overloading sockets. A video was also produced by 'Santa' sharing key safety messaging, which reached 1,908 people on Twitter and 1,500 on Facebook.
86. The Service's Instagram channel was launched on 1 December 2020, as a way to reach more of LLR communities. The page has been live for 3 weeks and has 271 followers, and a content plan has been developed to help reach more of the younger demographic of LLR.

Report Implications/Impact

87. 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.

88. 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.

89. 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.

90. 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.

91. Environmental

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

92. 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.

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