

Status of Report: Public

Meeting: Corporate Governance Committee

Date: 24 November 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 September 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 September 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 full business case for ESN has 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. Notification has been received that the current coverage testing equipment is being replaced with new devices that increase the quality of the testing. This will be launched alongside a new testing strategy for “in building” testing. It has been agreed that it would be prudent to retest sites once the new equipment and testing strategy is available.

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. A supplier has been selected to update the data warehouse, with work due to commence imminently. Further work on providing additional dashboards with data from others systems will continue once the data warehouse work has been completed.

High Reach Appliance Replacement

9. This project has been created to procure and deliver a high reach appliance to replace one of the existing Aerial Ladder Platform vehicles.
10. Emergency One have been appointed to undertake the work. The vehicle build is expected to be completed by October 2022.

Appliance Replacement Project

11. 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.
12. The additional 4 appliances have been built, signed off and are operational. The project will be closed on receipt of final invoices and approval of a project closure report.

Devolved Budget Management Project

13. 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 Finance Manager has established the deliverables which still need to be achieved in relation to training and reporting and will complete these as business as usual. The project will be closed on approval of a project closure report.

Virtual Fatal 4 (VF4) Replacement Project

14. A project to develop a VF4 van to replace the existing VF4 car. The 'Hazard Express' vehicle is finished and available for use. The well attended launch event took place on 14 September 2021. The project will be closed on receipt of final invoices and approval of a project closure report.

eOPAS Optimisation Project

15. A project to re-implement eOPAS, the occupational health system, making it fit for purpose to the benefit of Forge Health and LFRS.
16. Whilst the project has been on hold a manual management referral process has been created to facilitate the existing requirement.

FireWatch Project

17. A project to develop and improve the functionality of FireWatch, the HR and personnel recording system.
18. The project is still re-planning the next stage deliverables and timescales which will focus on the software upgrade to version 7.7.2. The upgrade will allow for easier migration to a cloud version of the application in line with ICT strategic direction.

Learning Management System (Oracle) Project

19. A project to develop a comprehensive Learning Management System.
20. The project is nearing completion but does have some tasks including the addition of the Learning and Development course booking calendar requiring completion prior to closure. An exception report was approved at the October 2021 Tactical Management Team (TMT) meeting which extended the expected project completion date to the end of December 2021.

Fleet Replacement Project 2020-2021

21. 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.
22. All remaining vehicles have now been delivered. The minibus is operational, the fogging unit is having blue lights fitted, the rope rescue vehicle and the welfare vehicle are with the vehicle body builders. There continues to be supplier delays caused by the pandemic, however all vehicles should be available by the end of November 2021.

23. The scope of the project has been further increased to include three additional Fire Protection cars which should be available by the end of December 2021, although this is dependent on supplier lead times.

Health and Safety Process Enhancement Project

24. A project to redesign Health and Safety Processes.
25. The project board agreed a change to the technical specification and the final solution. The implementation is nearing completed and the project will be closed on approval of a project closure report which is due to be submitted to November 2021 TMT.

Microsoft 365 Migration Programme

26. 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
27. 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 have separate project teams appropriate to the project. The programme is due to be completed by March 2023.

Exchange 365 Migration Project

28. A project to migrate Microsoft Exchange services from on premise into Microsoft 365 in the cloud.
29. 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 three activities have already been finished early so the project board agreed to merge stages two and three and maintain the original project completion date of the end of October 2021. This date is however further delayed by approximately one month due to the turnover of external contractor resource.

Corporate Workwear Project

30. A project to procure replacement corporate workwear and undress uniform provision.
31. Full engagement with a large project team has resulted in longer timescales to fully consult. As a result, the approach taken has meant elements of both stage one and stage two have been completed. The remaining elements of both stages will be merged and completed by the end of December 2021. This will

provide the opportunity to carry out user road shows and involve representatives from communities as part of a wider consultation. The approach will ensure that full user involvement and community engagement can be considered in parallel with early procurement stages and allow a contract award by the end of March 2022. Roll out of replacement workwear can take up to six months, and therefore should be completed by September 2022.

Fleet Replacement Project 2021/2022

32. This project includes: five new appliances, which have been ordered, a van for the rescue dog, which has been delivered and is awaiting fit out and a replacement car for driver training. All vehicles are due to be operationally available by the end of April 2022.

Evaluation Project

33. A project to develop and embed the practice of assessing the efficiency and effectiveness of services and activities delivered to the public.
34. Stage one is underway and involves research and discovery activities to understand the best option or methodology to utilise. The project is anticipated to take until March 2023 with stage one due for completion by the end of March 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.

35. The delivery of Prevention and Protection activities has remained flexible in its approach throughout the Covid restrictions. As restriction have continued to ease, the vast majority of delivery has returned to being in person. An outcome of the restrictions has been the recognition of effective and efficient ways of working. The telephone Home Safety Check (HSC) has been recognised as such. In consultation with both the Home Office and HMICFRS the telephone HSC continues to be a formally recognised format for completing a successful HSC and will continue to be used where the resident is less vulnerable. This will allow the team of Community Educators to remain focused on delivering HSCs in person to the most vulnerable members of the community.
36. The Fire Protection Department has returned to conducting all Fire Safety Audits in person. A target figure has been set for the 2021-2022 Risk Based Inspection Programme (RBIP) which remains on track. A number of outcomes from the Phase 1 Grenfell Towers Inquiry (GTI) are being progressed within the department. The team have directly communicated with the Responsible Person (RP) of all 'in scope' premises on three separate occasions. Detailing the changes in legislation which are mandatory under the Fire Safety Act 2021.

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

37. In the last quarter, five Grenfell Tower Inquiry (GTI) phase 1 recommendations were closed. The Service has now closed 26 of the 47 GTI recommendations. In September, National Operational Guidance (NOG) aligned training for tall building fires was started in the Service with further roll outs in November and January 2022. These will address the majority of the remaining actions.
38. The focus is now moving towards rolling out training and exercise against the NOGs. This will give assurance that lessons have been learned from the fire. Exercising will take place from January through to July 2022.

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

39. Health and Safety training has been rolled out at all levels and is part of business as usual arrangements including refreshing Training Needs Analysis regularly. This item is now closed.

Effective management and communication of our tall building risk profile.

40. A direct outcome of the Phase 1 Grenfell Towers Inquiry (GTI) was the formation of the National Fire Chiefs Council Protection, Policy and Reform Unit (PPRU). From this unit, the Building Risk Review Programme (BRR) was established. The BRR identified the 'in scope' premises within each Fire and Rescue Service. Within Leicestershire, Leicestershire and Rutland (LLR), 115 'in scope' premises were identified. 'In scope' being six storeys or 18m in height. From knowledge within the Fire Protection Team, the Service has reported back to the PPRU that LLR has 155 'in scope' premises and not the 115 provided to the team. All 155 premises have now been triaged and will be reported back to the PPRU by the deadline of December 2021.
41. In order to ensure all 155 'in scope' premises Responsible Persons (RP) are fully informed of the introduction of the Fire Safety Act 2021, the Fire Protection Team has communicated via letter/email to the RP at all 155 premises that form the BRR on three separate occasions. The communication details the changes to the Fire Safety Bill, and as the enforcing authority under the Regulatory Reform (Fire Safety) Order 2005 what the Service will be responsible for, which is not only enforcing, but importantly, educating and informing RPs.
42. 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 those premises due to current fire protection concerns. The team has focused on the building construction but will now, in conjunction with the Community Safety Department, also focus on resident engagement. The PRCG continues to have

involvement from across the organisation to ensure a collaborative approach to managing the risk profile of tall buildings within LLR.

Aim 2 – Respond effectively to incidents

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

43. From 1 April to 30 September the average response time, to a total of 400 life risk incidents, was 10 minutes and 13 seconds. Appliances were moved from their usual base to another location on 717 occasions for an average of 129 minutes at a time.

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

44. During the same period, firefighters were relocated from their usual base to an alternative location to maintain appliance availability on a total of 2,264 occasions. The average period staff were at the alternative location was for 12 hours. On-Call staff worked at wholetime stations on 320 occasions. Wholetime staff worked at On-Call stations on 51 occasions and wholetime staff worked at alternative wholetime stations on 1,893 occasions.

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

45. Following approval by CFA members, pre-consultation events with staff have now commenced, discussing the alternative shift, crewing and appliance location possibilities. Feedback will be reviewed and factored in to the formal proposals.

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

46. The on-call improvement project highlighted four main areas of focus; Recruitment, Retention, Appliance availability, Learning and development.
47. The Project provided 30 Recommendations of which; 19 were approved, six were deferred for further research and five were not approved.
48. Five of the recommendations are complete: self-rostering of shifts, contracted hours of availability based upon establishment numbers, this being less ridged than the previous fixed contracts, charter award for business that allow staff to work as On-Call Fire Fighters, Tactical Response Vehicles at stations where a standard appliance availability is low and development shifts for On-Call staff to work at wholetime stations.
49. A task and finish group reporting to TMT will oversee progress regarding implementation of the remaining recommendations.

Aim 3 – Deliver value for money quality services

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

50. The Combined Fire Authority approved the procurement of a replacement high reach appliance in February 2020 as proposal three of the 2020-2024 Integrated Risk Management Plan (IRMP). Project progress is outlined in paragraphs 9 and 10 above.

Relocate and centralise our Learning and Development facilities.

51. A report outlining the current progress was presented to the Combined Fire Authority (CFA) at its meeting on 22 September 2021. A further update in relation to the availability of appropriate locations will be provided to the next CFA meeting in December 2021.

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

52. 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.

53. The Community Safety Department has entered into an information sharing agreement as part of a collaborative project with the Clinical Commissioning Group. The agreement has made a direct link with Social Prescribers who are based at GP surgeries. If an individual is a regular visitor to their GP or has a care package, then the social prescriber team will make a HSC referral.
54. The Community Safety Team has also reached an agreement with Severn Trent Water to share information. Severn Trent Water retain information on individual customers who are deemed as being vulnerable under a number of criteria. By asking for specific vulnerability criteria, Severn Trent Water will then share that information with the Community Safety Department to allow for a HSC to take place.
55. A toolkit comprising of branding, images, animations and social media messages was developed for the Celebrate Safely campaign. This was shared with partners in Police and Local Authorities to ensure consistency of messaging to communities. The focus was on candles, electrics, cooking and fireworks

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

56. Work continues to make the best use of the bistro area in Service Headquarters. A report detailing the proposal will be presented to the CFA at its next meeting in December 2021.

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.

57. The second stage of the Learner Management System project saw the launch of Maintenance of Competence recording. This creates a platform for all firefighters to record evidence against the areas of their role map that require them to demonstrate competence.

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

58. An article highlighting the actions taken to address the themes identified in the staff survey has been shared in Service Matters, the Service's internal intranet engagement tool. This included a link to a Snap Survey asking the workforce about the Service's progress in these areas. These include:
- i. 'Who we are and what we do' presentations and vlogs from departments provided to HR to include in the 'on boarding' induction process for new employees.
 - ii. A 'Careers page' has been launched on SharePoint. It includes the support team competencies. The competencies have been split into separate roles and renamed values and behavioural competencies to avoid confusion with Maintenance of Competence (operational).
 - iii. The appraisal process is being improved, it will be called 'Performance Development' conversations.
 - iv. Watch, Station, Middle Manager and group SMT visits are occurring on a regular basis to encourage two way communications and dialog. "Chat with the Chief" sessions and regular updates provided by Service Matters and Vlogs to provide multiple formats of communication is taking place, with staff encouraged to ask questions (even if they are perceived as difficult questions).
 - v. Horizon Scanning events were held by the Chief Fire Officer in early October, giving Middle Managers the opportunity to discuss direction and Service priorities.

Give leaders the skills to engage and motivate their teams.

59. The Organisation Development Facilitator has designed a session to be delivered to all line managers to develop their skills in facilitating conversations and giving and receiving feedback. This session will follow on from a workshop, available to all staff, on self-awareness.

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

60. The Wellbeing plan has been written and signed off by SMT. This included the agreement to recruit a temporary Health and Wellbeing Lead.
61. The Learning and Development department have approached three companies who have submitted proposals for wellbeing training for the workforce. The proposals will be reviewed at the end of October and the next steps agreed.

Aim 5 – Provide assurance

Implement the findings from the multiculturalism and fire safety research.

62. The training package to support and embed the findings of the Fire Cultural Survey created by the University of Leicester has been overhauled to make it shorter and easier to digest. The package will be included in Phase 2 of the Equality, Diversity and Inclusion presentations being delivered to all staff by the Inclusion Team later this year and early next year.
63. Initial work has been completed 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. More work is planned, but images from this first tranche have already been utilised in Service documentation and on social media.

Implement our HMICFRS Improvement Plan.

64. The published action plan identified 88 areas for improvement, 55 of these have now been completed. All the remaining 33 actions are scheduled to be completed before the next planned inspection in 2022.
65. 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.
66. A collaboration exercise has been completed with partners including the Police and EMAS 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.

67. 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.
68. 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 Services current position against the individual standards.

Improve engagement with our communities.

69. The Multi-Agency Celebrate Safely campaign has been a focus over this last quarter. The Corporate Communications Team created a toolkit, comprising of different methods to try and best reach communities – for the first time, animations on key safety messaging (candles, electrics, fireworks and cooking) were created. These have all been shared with local partners to ensure consistency, and will be shared on social media alongside the usual content, and will have the reach ‘boosted’ - paid for using some of the campaign budget to ensure more communities and demographics are engaged. Evaluation will take place at the end of the campaign to see if this new method helped to improve reach or engagement with communities.

Report Implications/Impact

70. Legal (including crime and disorder)

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

71. 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.

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

None.

73. 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.

74. Environmental

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

75. 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

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