

Status of Report: Public

Meeting: Corporate Governance Committee

Date: 23 November 2022

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 2022 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 2022 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 20 tasks from Appendix A of Our Plan 2020-24.

Background

4. A summarised update is provided 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 ESN project is still delayed and significant deliverables are still constrained by a lack of progress by the Government programme.
6. The scope of the ESN project will be influenced by a Tri-Service project to replace the current mobilisation system.

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. Following the completion of work undertaken by Oxford Computer Consultants (OCC) to verify the accuracy of the new data warehouse, the continuation of dashboard creation in line with existing user requirements will be completed in house. This will facilitate an easier transition from the old system to the new and surface the information that better suits the needs of the Service.
9. Some incident data and key performance indicator information is already available from the Incident Recording System, this will be followed shortly by data from the risk management system, the mobilising system and the human resources system.

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 build work has been approved during a recent visit to the manufacturers. The vehicle is currently with Emergency One, with delivery to LFRS expected in November 2022 to allow the planned training to take place.
12. The vehicle training approach has been agreed. Emergency One will train the instructors who will then cascade that through the vehicle users.

FireWatch Project

13. This is a project to develop and improve the functionality of FireWatch, the HR and personnel recording system.
14. Following an agreed pause, the project activity has recommenced. Focus will now concentrate on reprioritising the deliverables based on organisational requirements and the implementation of the latest version of the on-premises software. The software upgrade to version 7.7.2 hasn't been successfully completed as expected and will be replanned for November 2022. As a result, stage 2 tasks which were due to be completed by the end of December 2022 may be delayed slightly.

Learning Management System (Oracle) Project

15. This is a project to develop a comprehensive Learning Management System.
16. Final project deliverables involve: creation of the Service procedures and implementation of the recording of maintenance of competence. Following agreement in relation to the most appropriate competency framework to utilise, this work can now continue. An exception report was approved by the Tactical

Management Team (TMT) in October 2022, extending the project closure until the end of December 2022.

Fleet Replacement Project 2020-2021

17. The procurement of three Director cars, nine Fire Protection (FP) Officer cars and the non-specialist replacement vehicles (station and workshop vans) was successfully completed at the end of December 2020.
18. Three additional Fire Protection cars, minibus, fogging unit, the welfare vehicle and the rope rescue vehicle have all been completed and are operationally available. The project will now be closed.

Microsoft 365 Migration Programme

19. This is a Programme of three projects to migrate LFRS to cloud based Microsoft 365 in the Cloud. The individual projects are:
 - Exchange Migration – which is now complete
 - Microsoft 365 Information Architecture and Governance
 - SharePoint Migration, OneDrive and Teams
20. 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 July 2023.

Microsoft Information Architecture and Governance Project

21. This is a project to identify and categorise LFRS data and define the Information Architecture and Governance for Microsoft 365 content.
22. Stage 1 involves procurement of third party consultants, documented outcomes from end user engagements, an Information Architecture for Microsoft 365 document, a Microsoft 365 governance document and a Microsoft licence agreement. Unfortunately, there has been a delay due to issues securing suitable suppliers and their recommended revised approach to the facilitation of end user engagement workshops. A number of migration workshops have now taken place, but these weren't completed as planned by the end of August 2022. An exception report was approved by the TMT in September 2022, extending the stage completion until the end of October 2022 and the project closure until December 2022.

Corporate Workwear Project

23. This is a project to procure replacement corporate workwear and undress uniform provision. The existing workwear contract has been extended from May 2022 to March 2023 in line with the revised project planned completion date.

24. The corporate workwear selection process has been completed with 'Hunter Apparel' being the successful supplier. The sizing process started at the end of October, with roll out of new workwear commencing in February 2023.
25. The undress uniform procurement process has also been completed. The contract with the chosen supplier 'Hunter Apparel' commenced on 1 May. The on boarding process in relation to the undress uniform provision and how it is requested is currently being worked on. It is anticipated that the undress uniform will be available from January 2023.

Fleet Replacement Project 2021/2022

26. This project includes: five new appliances, a van for the rescue dog and a replacement car for driver training.
27. The Project Board, in conjunction with Driver Training, has made a decision not to purchase the driver training car, instead aligning it with the Ford Kuga replacement in 2024/25.
28. The dog transportation van is complete and the five replacement pumping appliances have been delivered and are operationally available. The project will now be closed.

Evaluation Project

29. This is a project to develop and embed the practice of assessing the efficiency and effectiveness of services and activities delivered to the public.
30. Stage 2, which involved the development of the evaluation tool was completed at the end of August 2022. The tool is based on the Kirkpatrick model, which is an internationally recognised tool for evaluating and analysing the results of educational, training and learning programs. Implementation and training in the use of the tool will take place in stage 3 which is due to be completed by March 2023.

CFRMIS Transformation Project

31. This is a project to transform the Community Fire Risk Management Information System (CFRMIS), which is the principal system for managing site-specific risks and risks to vulnerable people.
32. Stage 2 of the project involved two primary deliverables: cloud migration and mapping and gazetteer integration. It has been identified that full cloud migration, as originally planned, will not be possible.
33. As it will not be possible to deliver the original project objectives an exception report outlining the business impact and potential options was approved by the Senior Management Team in July 2022. The project is due to deliver the ongoing gazetteer work by the end of November 2022 and then be closed. A

replacement PID concentrating specifically on the Cloud migration will then be created and submitted to SMT for approval.

Data Warehouse Development Project

34. This is a project to develop a reporting data warehouse.
35. The final project stage involved: user acceptance testing, creation of a data warehouse data dictionary, a fire query tool and a plan for cloud migration. The stage had been extended to ensure the replication of data and testing was robust. The stage completion and therefore the project closure date was delayed while the planned work is completed. This is now finished and the project will be closed.

Western Station Redevelopment Project

36. A project to refurbish Western Fire and Rescue Station to update and futureproof facilities.
37. The pre-build stage, which included detailed designs and completion of the equality impact assessment was successfully completed at the end of May 2022. A supplier selection process has been completed and a contractor appointed. The 'build' stage has commenced and is expected to take 20 weeks. All work is expected to be completed by the end of May 2023.
38. Full project closure including the fuel tank work is expected to be July 2023.

Fleet Replacement Project 2022/2023

39. This project includes: four new appliances, four FP cars, 19 Service vans and the implementation of the new Variable Response Vehicles (VRVs) which have been moved from the 2021/2022 project.
40. The first deliverables, the VRVs and the FP cars were expected by January 2023. However, due to supplier issues the VRVs may be delayed until March 2023. More positively, the FP cars have been delivered earlier than expected and are now in Service.
41. The contract for appliance replacement has expired and a procurement framework tender process has been undertaken to select a new supplier. This was completed in November 2022 and allows for the new appliances to be ordered.

Contaminants Project

42. The project will oversee the implementation of tasks, identified from a number of sources, in relation to reducing the potential impact of contaminants on staff, partners and members of the public who are in contact with effluents during or following fire related incidents.

43. Stage 1 will focus on creation of an equality impact assessment, risk statement, development of a communication plan and a review of the current health screening process. The stage is due to be completed by the end of the December 2022. The project has a significant amount of deliverables and is planned to be completed by June 2024.

Market Bosworth Station Refurbishment Project

44. The project will implement the refurbishment of Market Bosworth Fire Station.
45. It has been identified that the provided facilities at Market Bosworth Station are currently below the standard of facilities offered at other stations around the Service area. The Senior Management Team has approved the project to allow for the refurbishment of the station to take place.
46. Stage 1 involves the design work, planning permission and appointment of a suitable contractor. The stage is due to be completed by March 2023, with the full building refurbishment currently planned to be completed by October 2023.

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.

47. Both the Community Safety and Fire Protection departments have undertaken recruitment in the last quarter to support Service priorities. These are now in place and receiving training to support delivery of prevention and protection activities.
48. Two additional Community Educators have been recruited and are being utilised to target the highest priority and most vulnerable members of the community for Home Safety Checks (HSC). There continues to be a high number of referrals from partners which helps targeting of the most vulnerable in communities. Operational Response continues to focus on prevention and deliver HSC and targeted initiatives. During October there was particular focus on engagement in the east of the City, supporting Community events during Navratri and Diwali.
49. The Fire Protection Department is now fully resourced and training is underway to ensure all staff are fully qualified to undertake Fire Safety Audits. The Protection Uplift Grant from the Home Office continues to be utilised as a result of the Phase 1 Grenfell Report to support protection activities. Delivery of the Risk Based Inspection Programme is on target for 2022-23. The plan is to increase the programme targets in 2023-24 as staff gain more experience and become more efficient.

50. Prevention and Protection training is now delivered to all operational staff as part of the acquisition of skills phase of their training. This is to allow a broader understanding of these activities to support education and enforcement.

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

51. 37 of the 46 recommendations (80%) from the Phase 1 of the Grenfell Tower Inquiry (GTI) have now been completed. These improvements were part of other learning but could not be closed until all evidence had been presented to the internal Operational Learning Board (OLB); for example, training packages embedded and refresher dates in place. Currently work is taking place with partner agencies such as Police and Ambulance Services to train them in managing any Fire Survival Guidance calls and be able to pass them through to Fire Control.
52. A number of multi-agency tall building fire exercises are planned before the end of 2022. This will provide assurance opportunities to LFRS and allow partners to test their processes. There will need to be further work in the future once the Phase two GTI is published.

Ensure effective risk management at incidents by improving assurance processes.

53. To enable easy reporting at incidents of safety events, a procurement process for a suitable device App has been completed. A supplier has been selected and the preparatory work will be completed in January 2023. The App based solution will start with accident reporting, near miss reporting and accident investigation before additional assurance processes are developed. Focussed on ease for the end user the App is expected to see an increased amount of data coming in (near miss reporting) and effective risk management by linking accident reporting, investigation and actions together. Further to this in 2023 the health and safety team will move to manage accident investigations providing consistency in approach, subject matter expertise and recommendations.

Develop and maintain plans or procedures for the top 10 risks identified on the Community Risk Register.

54. As a Category One Responder under the Civil Contingencies Act 2004 (CCA 2004), the Service has statutory responsibilities to:
- Assess the risk of emergencies occurring and use this to inform contingency planning
 - Put in place emergency plans
 - Put into place business continuity arrangements
55. The Service meets these responsibilities by leading the Local Resilience Forum (LRF) Risk Assessment Working Group that has the responsibility for identifying and quantifying risk to the local communities and publishing this information in a document called the “Community Risk Register” (CRR).

56. The Service uses the CRR to identify the ten most serious risks and has committed, through the Major Incident planning programme, to ensure that the Service has either major incident plans, business continuity plans or has other single agency or multi-agency arrangements to prepare for and respond to incidents arising from these risks.
57. The Service has plans and procedures in place for all of these events, all of which are currently up to date. These plans take the form of annexes to the Major Incident Guide, Business Continuity arrangements, ICT Disaster Plans and other Service specific guidance.
58. Significant planning has been undertaken recently to prepare the Service in the event of Industrial Action taking place.

Aim 2 – Respond effectively to incidents

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

59. LFRS has attended 376 life risk incidents between 1 April and 30 September 2022. The average response time is 10 minutes and 0 seconds.

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

60. During the same period, firefighters were relocated from their usual base to an alternative location on a total of 2,530 occasions. This equated to 30,456 hours of flexibility to support appliance availability. On-Call staff worked at wholetime stations on 310 occasions. Wholetime staff worked at On-Call stations on 190 occasions and wholetime staff worked at alternative wholetime stations on 2,030 occasions.

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

61. The CFA has approved changes to the Day Crewing Plus (DCP) duty system operating stations. Stations will begin transitioning away from DCP subject to the outcome of the public Community Risk Management Plan consultation in 2023. As an interim measure, Coalville station will move away from DCP in February 2023 and instead trial a 2 x 12 self-rostering shift pattern. There will be no difference in the Service provided to the public during this period.

Undertake Operational exercises with neighbouring Fire and Rescue Services and multiagency partners to test our interoperability and ensure efficient and effective response.

62. Since April, ten operational exercises have been completed with other Fire and Rescue Services. These have included Hazardous Materials, Road Traffic Collision, High Rise fires and attendance at East Midlands Airport.

Aim 3 – Deliver value for money quality services

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

63. The CFA 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 10-12 above.

Relocate and centralise our Learning and Development facilities.

64. A report outlining the current progress was presented to the CFA at its meeting on 15 June 2022. A formal project to manage the build of the facility will be established when the location has been finalised and the land purchased.

Continue to collaborate with other blue light services and our partner agencies to support our purpose of 'safer people, safer places'.

65. Operation Energy (Leicester East Disturbance) – LFRS have actively participated in both the Strategic and Recovery Coordinating Groups during and post the disturbance, working closely with partner agencies to minimise the risk to the public.
66. Joint Emergency Services Interoperability Programme (JESIP) training is again being delivered to Fire Service Commanders. This training will take place at Leicestershire Police Headquarters and is mandatory for all operational, tactical, and strategic level commanders and better prepares all blue light partners when attending multi service incidents.
67. LFRS took part in a Breathing Apparatus (BA) intraoperability exercise with Nottinghamshire Fire and Rescue Service at Beaumanor Hall on 2 October 2022. The exercise was to simulate persons reported in a building and was designed to demonstrate effective procedures for a BA emergency between two Fire and Rescue Services.

Develop the bistro area of the headquarters building to maximise office and training space.

68. Work on the refurbishment of fire stations is currently taking priority, therefore the Bistro development has been delayed. It is however still being progressed, the spacial planning has been done and the architect is drawing detailed plans. Once the planned work commences on the stations the Estate Team can look at progressing the Bistro. Realistically this will be towards the first quarter of next year.

Refurbish Western Fire and Rescue Station.

69. Project progress is outlined in paragraphs 36 - 38 above.

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.

70. The Learning Management System (Oracle) project is nearing closure. There is a Digital Learning Designer in post and a large part of their role will be the creation of user-friendly, intuitive e-learning for operational and behavioural training.
71. A suite of 18 self-coaching modules are available in Oracle, along with a further five Coaching for non-coaches' modules. Coaching is currently taking place for individuals in service in relation to promotion processes, career development and neurodiversity and the NFCC Coaching Portal is now live.

Implement improvements based on the staff feedback to improve the employee experience.

72. The Senior Management Team is concluding its visits to stations and departments for the second half of the year. This gives all employees an opportunity to meet with SMT and ask questions and offer opinions on the Service. The main topics of conversation have included changes to shift working, Training and Development new build, Oracle, Workforce Planning, new appliances and budgets.
73. The Service has been given access to twenty licenses to access the NFCC Supervisory Leadership Development Programme.

Develop the knowledge, skills and behaviours of our leaders in order for them to engage and motivate their teams.

74. The offer of training for managers to have Performance and Development Discussions (PDD's) with their team continues; to date 150 people have attended. In addition, a half day workshop for line managers to adopt a coaching approach to conversations has been provided (Coaching+) to date 86 people have attended.
75. The numbers of Personal Development Discussions being completed across all areas of LFRS continues to steadily increase. The current figures as at 18 October are that 57% (376) have completed information and guidance section, 27% (178) initial discussion, 17% (111) Check in 1, 0.15% (1) check in 2.
76. A suite of resources has been provided within Oracle to support people with having and recording the conversations alongside the face to face sessions. There is also a video guide and 'a how to' printable PDF that is a step by step guide on how to record in Oracle.

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

77. A free Mental Health Awareness course has been sourced provided by the Leicester, Leicestershire and Rutland Health and Wellbeing Hub. The Health and Wellbeing team has recommended that this should be mandatory for all staff and will be rolled out through the Learning Management System.
78. Mental Health First Aid (MHFA) Refresher Training has also been sourced, to be provided by MHFA England, for all employees who have previously gained this qualification.

Take action to get the right people, with the right skills, in the right roles, at the right time and at the right costs who represent the communities we serve.

79. Applications for Whole-time recruitment opened on 28 September and closed on 12 October 2022. This year the campaign will follow last years' progression with a few positive changes being implemented to maximise candidate numbers where possible – for example, increased length of available assessment slots within the Bleep Test, Point of Entry Selection Test and interview schedules.
80. Currently there are 49 individuals on apprenticeships, which is above the required Government target of 2.3% of staff. 91.8% of apprentices are on target. Levy account is currently attracting a further 11% funding from the Government.

Aim 5 – Provide assurance

Implement the findings from the multiculturalism and fire safety research.

81. Further recruitment is progressing to achieve the necessary resources to assist in the continued implementation of the academic research completed in conjunction with the University of Leicester. In the meantime, cultural awareness workshops have been held to learn about cultural diversity, and how this can relate to recruiting for a diverse community.
82. There has been attendance from support and operational staff, including new Wholetime recruits to an 'Introduction to Religion and Belief Training Day' at the St Philips Centre, attending various religious establishments. This interfaith understanding was promoted internally and on the Service's social media channels. Following its success, a further day is planned for 17 November 2022.

Implement our HMICFRS Improvement Plan.

83. The latest HMICFRS inspection concluded on 23 June 2022. The Chief Fire Officer (CFO) has received initial feedback in the form of a hot debrief. A draft report has also been issued by the HMICFRS to the CFO for his initial

comments, but the report remains under embargo until being formally published in December 2022.

84. An internal debrief also took place on 22 August which identified areas which can be worked on prior to the full report being available. A new Improvement Plan will be created when the final outcome on the inspection is published.

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

85. 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. Twelve Fire Standards have now been published.
86. Leicestershire Fire and Rescue Service recognises these professional standards and is currently undertaking a gap analysis exercise assessing compliance. Any identified areas for development will be added to an improvement plan. The standards are now being referenced within the corporate documentation. Further standards are forthcoming, with 18 expected to be in place by the end of 2023.

Improve engagement with our communities.

87. During this period, new messaging for the 2022 'Celebrate Safely' campaign was launched. Starting in September (with the Jewish festival Rosh Hashanah taking place on 26 September), several messages have been shared to help engage with communities around risks during periods of celebration.
88. To help grab attention, the Communications Team created some brand new content, including a video showing how quickly a children's Halloween costume can burn if it sets alight. This post reached 39,700 people on Facebook and got 57 comments, many of which showed people found the content really informative/shocking.
89. Another piece of 'Celebrate Safely' content to help engage with local communities was shared via TikTok on Halloween. This was a video showing crews doing the Breathing Apparatus shuffle to Halloween music, with the goal that it could help drive people towards other channels. This video was hugely successful, gaining the Service over 7,000 new followers on TikTok. The video itself has reached 400,000 views, 34,000 likes and 618 comments. After it was posted there was also a spike in views on other LFRS videos, showing that it had helped to drive traffic towards other key safety messages. People who follow the Service on TikTok now exceeds 9,000 which is a great amount of people who can be further engaged with.
90. There have also been several pieces of proactive media coverage, including a piece on BBC News for the Gravel Street Nightclub fire and a section on BBC's 'Critical Incident' on 28 October, which highlights incidents of Emergency Services staff coming under attack. Both of these pieces of coverage helped to

raise the profile of the Service and inform communities about incidents attended and the wider work undertaken.

Report Implications/Impact

91. Legal (including crime and disorder)

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

92. 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.

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

None.

94. 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.

95. Environmental

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

96. 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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