

Status of Report: Public

Meeting: Corporate Governance Committee

Date: 15 March 2023

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

Report by: Callum Faint, Chief Fire and Rescue Officer (CFO)

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 November 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 November 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 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. 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. Following recent confirmation from the Home Office regarding the future direction of the Central Government programme, it is expected that the project will be closed at the end of the financial year, following which a closure report will be submitted to the Tactial Management Team (TMT).

Views Replacement

6. 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.
7. 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.
8. A temporary Developer post has now been approved and discussions with agencies have identified a number of candidates. However, the decision to appoint a Developer is currently subject to confirmation of resource availability to support the ongoing development of the replacement data warehouse, as there is potential for specialist resources to be diverted to support other projects.

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. The completed vehicle was delivered to the Service on 22 November 2022 achieving early completion of stage four of the project. Training has been completed, as has the installation of communication equipment. The appliance was operationally available from mid-February.

FireWatch Project

11. This is a project to develop and improve the functionality of FireWatch, the HR and personnel recording system.
12. 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 was successfully completed in November 2022 following the resolution of technical issues.
13. Work will now focus on the remaining stage two tasks which were due to be completed by the end of December 2022 but may be delayed while the timescales and impact of the replacement mobilising system project are more fully understood.

Learning Management System (Oracle) Project

14. This is a project to develop a comprehensive Learning Management System.
15. Initial procedure documents relating to use of the system are currently in development and a data privacy impact assessment has been produced. During closure discussions with board members, senior users are keen to ensure that final deliverables from the project are robustly tested and in place

prior to handing over to business as usual. The board is also keen that a business-as-usual support model is agreed to ensure that the system continues to be supported and developed.

Microsoft 365 Migration Programme

16. 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
17. 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 appropriate project team. The programme is due to be completed by July 2023. The PID for the final project within the programme - SharePoint Migration and Rollout - was approved by the Senior Management Team Project and Programme Board in January 2023.

SharePoint Migration and Rollout Project

18. This is the final project in the Microsoft 365 Programme, and will complete the migration of Officers OneDrives, introduce a new intranet, and migrate SharePoint team sites for support departments and stations.
19. The project is currently migrating Officers OneDrives, the roll out of which should be completed by the end of February, along with the training to support this migration. In addition, the migration of “R drives” is underway, 88 of which have been completed along with delivery of end user training. Testing of the intranet news channel is also scheduled with the support of Corporate Communications.

Corporate Workwear Project

20. 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 planned project completion date.
21. The corporate workwear selection process has been completed, with ‘Hunter Apparel’ being the successful supplier. There has been a delay in the sizing process due to international supply issues around offshore manufacturing; as a result it is expected that the roll out of new workwear may be delayed. The project board is currently in discussion with Hunter Apparel regarding revised timescales and any potential mitigation.
22. Due to delays in the supply chain for corporate workwear some elements of the project delivery are delayed; the project board has discussed how the

remaining elements can be delivered and has proposed that some elements of the project may be delivered as post project tasks.

Evaluation Project

23. This is a project to develop and embed the practice of assessing the efficiency and effectiveness of services and activities delivered to the public.
24. Stage two, 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 programmes. The project is currently communicating the proposed evaluation tool to stakeholders via a number of forums and is developing learning materials and procedure documents to support delivery. Implementation and training in the use of the tool is due to be completed by March 2023.

CFRMIS Transformation Project

25. 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.
26. Stage two of the project involved two primary deliverables: cloud migration and mapping and gazetteer integration. It has now been identified that full cloud migration, as originally planned, will not be possible.
27. An exception report outlining the business impact and potential options was approved by the Senior Management Team (SMT) in July 2022. As a result, the scope for the current project has been reduced to allow completion of the gazetteer element. This work is now expected to be completed by April 2023, at which point the current project will close.
28. Following project closure, it is expected that a PID will be submitted to SMT to outline how to best move the CFRMIS system forward in line with the Service 'cloud' first approach. Early stakeholder engagement is currently taking place with end users and system suppliers to explore whether other systems may offer a more suitable way forward in delivery of this.

Western Station Redevelopment Project

29. This is a project to refurbish, update and futureproof facilities at Western Fire and Rescue Station.
30. 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 was completed and a contractor appointed. The 'build' stage has commenced and is expected to take 20 weeks. Work is progressing on schedule and construction works are expected to be completed

by the end of May 2023. Post construction works including the installation of a bunkered fuel tank are expected to be completed by July 2023.

Fleet Replacement Project 2022/2023

31. This project includes four new appliances, four FP cars, 19 Service vans and the implementation of the new Variable Response Vehicles (VRVs).
32. Due to supply chain issues the chassis for the VRVs have been delayed and the body builder is unlikely to receive delivery until Spring 2023, further delaying the vehicles into Service until July 2023.
33. Following a procurement framework tender process Emergency One was identified as the successful bidder. An initial order is to be placed imminently for seven type B pumping appliances, which will allow mitigation of excessive timescales for the provision of chassis and will provide for replacement appliances against the fleet management plan for both 2022/23 and 2023/24.
34. Discussions are taking place with the Senior Leadership Team to understand the strategy and requirements for Service vehicles over the coming year. Once this is understood it is proposed that this project will be extended to incorporate 2023/24 requirements to address extended timescales and lead times and provide visibility for planned vehicles.

Contaminants Project

35. 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.
36. Stage one elements have been completed and the project team has begun work to deliver stage two elements, including a number of procedure documents and a review of the trial conducted at Central Station. Corporate Communications are currently engaged and will be working closely with the project board to support development of a communication plan, ensuring the key findings from this project are widely understood.

Market Bosworth Station Refurbishment Project

37. The project will implement the refurbishment of Market Bosworth Fire Station.
38. 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 Leadership Team has therefore approved the project to allow for the refurbishment of the station to take place.
39. Stage one involves the design work, planning permission and appointment of a suitable contractor. This is due to be completed by March 2023, with the full building refurbishment currently planned to be completed by October 2023.

40. Designs to better utilise the existing space and improve facilities through the provision of a building extension have been agreed and an application for planning permission submitted to the local authority.

Community Risk Management Plan Project 2024-2028

41. This project will develop proposals for the Community Risk Management Plan 2024-28. The project will develop and complete a public consultation regarding the proposals and analyse and present the outcomes of the consultation to the CFA for review and approval.
42. The current stage is underway and includes planning and data analysis elements.

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.

43. The Fire Protection Department is fully resourced in terms of number of staff. Training continues to develop all staff to ensure competence and this should be completed in 2023/24. The Government's Protection Uplift Grant continues to be used to fund staff development and training and as a result of this investment, it is expected that the Risk Based Inspection Programme targets will be met. This is a despite an increase in the number of referrals being received from members of the public and operational crews attending incidents.
44. The Community Safety team is now fully resourced and continues to target the most vulnerable when completing Home Safety Checks. Due to the success of the Service's referral programme, where partner agencies will share information about vulnerable people, the department currently has a back log of referrals that require action. This has been identified and resources redirected to target it, including both Community Educators and crews within Operational Response.
45. Funding has been confirmed to allow the recruitment of a dedicated team to carry out work on behalf of the Building Safety Regulator. This is a development following the Fire at Grenfell and was enacted within the Building Safety Act 2022. The Health and Safety Executive is named as the regulator and the Fire Service will provide technical support. The Building Safety Regulator will have three main functions: overseeing the safety and standards of all buildings, helping and encouraging the built environment industry and building control professionals to improve their competence, and leading implementation of the new regulatory framework for high-rise buildings.

46. This will be a regional team consisting of four staff and will be managed and based within Leicestershire as it has the highest risk profile of buildings within the East Midlands.

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

47. The LFRS Operational Learning Board (OLB) provides oversight and scrutiny when managing operational risk. The OLB has approved the closure of four Grenfell Tower Inquiry recommendations, meaning 40 of the 46 (87%) are now completed. The closures this quarter include the embedding of regular training to manage emergency evacuation and during December three exercises were undertaken within Leicester City centre to test procedures. The learning from those exercises will be shared.
48. The Fire Protection department is engaging with responsible persons at premises on their responsibilities now that the Fire Safety England Regulations 2022 have been implemented.

Ensure effective risk management at incidents by improving assurance processes.

49. Final User Acceptance Testing is being conducted on the software application that will be used throughout LFRS to improve assurance processes. As well as an intuitive near miss reporting process it also includes all previously paper based forms which covered suspected exposure to contaminants such as asbestos.
50. The health and safety department will phase in the application to ensure widespread engagement and to undertake final adjustments before a wider roll-out. Once this is done this activity will close as it becomes business as usual.

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

51. The Leicester, Leicestershire and Rutland Community Risk Register gives a detailed assessment of all local risks considered as part of a Local Risk Assessment Programme. The top ten risks on the register are: Pandemic Influenza / Emerging Infectious Disease, Severe Space Weather, Flooding, Fuel Shortages, Loss of Utilities (Power Outages), Severe Weather, Industrial Accidents, Climate Change (Heatwave), Counter terrorism, Cyber Attack.
52. The Service has plans and procedures in place that cover all these risks and these are included as annexes to the Major Incident Guide, Business Continuity arrangements, ICT Disaster Plans and multi-agency plans developed in partnership with the Local Resilience Forum.
53. Whilst recent focus has been on industrial action planning, significant work has also been undertaken to improve Service wide business continuity planning and particularly resilience to widespread power outages.

54. LFRS is leading a full review of the Community Risk Register and further plans will be developed as necessary.

Aim 2 – Respond effectively to incidents

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

55. From April to December 2022, LFRS attended 609 life risk incidents in an average of 10 minutes and 28 seconds. To assist in achieving this, appliances were relocated from their usual base whilst others crews were committed at operational incidents or were training. Tactical Response Vehicles are used at locations where crewing levels are reduced, to help reach life risk incidents as quickly as possible.

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

56. To support maximum appliance availability, Firefighters were relocated from their usual work base to support other stations on 3,688 occasions, totalling 44,180 hours. This included On-Call staff working at whole-time stations on 424 occasions, whole-time staff working at On-Call stations on 316 occasions and whole-time staff working at another whole-time station on 2,948 occasions.

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

57. The CFA has approved changes to Day Crewing Plus (DCP) duty system operating stations and these have now commenced. On 6 February 2023 Coalville was the first station to transition from DCP to a twelve hour self-rostering shift. Five further stations will transition to alternative shift patterns, with the final station transitioning in April 2025. The detail will be included within the Community Risk Management Planning.

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

58. Since April, 33 operational exercises have been completed with other Fire and Rescue Services and partner agencies. These have included a National Flood Exercise, activities at Prisons, exercises involving tall buildings and the rail network.

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 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 9-10 above.

Relocate and centralise our Learning and Development facilities.

60. A report outlining the current progress was presented to the CFA at its meeting on 8 February 2023. 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'.

61. On 26 January, Eastern Blue Watch hosted a Multi-agency RTC exercise, which involved appliances from Western and Loughborough, along with four East Midlands Ambulance Service employees, an ambulance, and two EMICS doctors with a responder car. The exercise was set up in Eastern station yard and involved two cars and live casualties. The exercise was planned so that crews could initiate casualty care, triage and extrication using different skill levels and the use of JESIP (Joint Emergency Services Interoperability Programme) multi agency working. All parties involved agreed that this was a beneficial exercise and are keen to train with LFRS regularly.
62. An initial meeting was held with Leicester, Leicestershire and Rutland Councils to discuss a multi agency approach to appreciate the risks associated with care homes and joint working arrangements to deliver a co-ordinated approach to the findings. The next meeting is to be held in March 2023.
63. An event was organised in January to raise awareness to multiple partners of the risks from Lithium-ion fires as a result of a number of joint operational learning information notes. The session, delivered by Professor Paul Christensen from Newcastle University, highlighted people impacts, business impacts and the approach to both the response and recovery phases.
64. A joint initiative with Rutland County Council and the Police was undertaken in the run up to Christmas, focusing on a reduction in road traffic collisions. Four vlogs were created, two by the Fire Service and two by the Police, in an attempt to highlight the risks in the Rutland area. The posts reached 12,507 people and received 1,486 engagements.

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

65. Work on the refurbishment of fire stations is currently taking priority and as such, the Bistro development has been delayed. It will however still be progressed. The spacial planning has been completed and the architect has drawn detailed plans.

Refurbish Western Fire and Rescue Station.

66. Project progress is outlined in paragraphs 29 - 30 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.

67. A two day leadership programme for all supervisory leaders is being designed in conjunction with an external provider. A suite of 18 self-coaching modules is available in Oracle, along with a further five 'coaching for non-coaches' modules.
68. Community Educators have received Making Every Contact Count training. One member of staff has completed the 'train-the-trainer' course, and another has been placed on the waiting list. This offers provision for in-house training for all public-facing staff.

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

69. Learning and Organisational Development is currently reviewing a series of data sets and the results of a recent cultural survey will be analysed as part of this work to inform the required Organisational Development interventions across the Service. The NFCC Maturity Model is being completed, with feedback and engagement from staff across relevant areas, and this again will help shape proposed developments in promotions process and development pathways.

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

70. The numbers of PDDs being completed across all areas of LFRS continues to steadily increase. A suite of resources has been provided within Oracle (Oracle is the Service's learning and development application) to support people with having and recording the conversations alongside the face to face sessions.
71. There is also a video guide and 'a how to' printable PDF, which is a step by step guide on how to record in Oracle. A series of face to face sessions to continue to support managers in having coaching conversations has been designed and procured.
72. A mentoring scheme has been established and the initial training session was delivered to eleven volunteers. A further four volunteers (all female) have since come forward to volunteer and training is being provided for them to join the scheme to support LFRS employees. The 20 people who are on the NFCC online SLDP are progressing well and are being supported in face to face sessions by Learning and Organisational Development Coordinator.

73. 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.

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

74. There are now 17 peer supporters (Well-being Champions) trained in the service, to support people dealing with stress and stressful situations.
75. The contract with Amica to provide counselling to LFRS employees is being renegotiated, allowing the opportunity for additional services to be included in the contract, such as increasing the support available for post incident debriefs, emotional resilience and support for the Peer Support network.
76. A free Mental Health Awareness course has been sourced and is being provided by the Leicester, Leicestershire and Rutland Health and Wellbeing Hub.
77. The Health and Wellbeing Lead is working closely with the Firefighter's Charity to provide an appropriate and accessible platform for support by face-to-face groups online around a range of wellbeing support.
78. Station visits by the Health and Wellbeing Team are ongoing to highlight support available and to provide a platform in which colleagues can discuss concerns or review available support and make positive suggestions. It is also an opportunity to showcase support around any new procedures or tools to support individuals and their line managers, for example, the new 'Stress and the Workplace' procedure, to effectively manage mental health and wellbeing.

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. The Diversity Community Engagement Officer has made over 80 connections with community groups, and attended events at schools, colleges and local groups. This role will be made permanent and will be advertised during March 2023.
80. Support for candidates from underrepresented groups was offered for Point of Entry Selection Tests (POEST) and will be offered at interview (under Section 158), following the success of this intervention in the last recruitment campaign. Furthermore, this year a female only POEST session took place on 24 November 2022.
81. The Diversity Community Engagement Officer, Station Manager Geographical Support, HR Manager and Recruitment Lead are working together to enhance future "have a go days", to give opportunities to include equipment, fitness and also competency based interview experience.

82. Interview skills training was also delivered to a further cohort of employees in January 2023. Several sessions of interview training for employees interested in promotion was also delivered during the last quarter.
83. Applications for Whole-time recruitment opened on 28 September and closed on 12 October 2022. The campaign followed 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, POEST and interview schedules. This campaign is now drawing to a conclusion - 36 candidates have been successful, of which 22 are external. Twelve are due to commence in May, and a further ten in August. Fourteen on-call personnel will migrate over the short-term.
84. 18 On-Call applicants were invited to the POEST on 28 January and interviews took place on 8 February 2023. Following the POEST, there were ten applicants in the process with nine recruits to interview. Eight conditional offers for the next induction course are currently being processed. The next On-Call campaign will open on 13 April 2023 and the induction course will commence on 20 October 2023.
85. The next Crew Manager/ Watch Manager process promotion process is now live. The Crew Manager vacancy closed 9 February 2023 and the Watch Manager vacancy went live on 9 February 2023.

Aim 5 – Provide assurance

Implement the findings from the multiculturalism and fire safety research.

86. The research from the University of Leicester has shaped the Service's approach to multiculturalism, and many elements of the work are now included within the recruitment and positive action activity. The work undertaken by the Diversity Community Engagement Officer is testament to that. There is more work to do, and further recruitment is progressing to achieve the necessary resources to assist in the continued implementation.

Implement our HMICFRS Improvement Plan.

87. The latest HMICFRS inspection concluded on 23 June 2022. The Inspection Report has now been received and shared with CFA members, staff and the public. The Service achieved the grades of 'Good' for Effectiveness, 'Requires Improvement' for Efficiency and 'Good' for People. The report was overwhelmingly positive with nine of the eleven categories being rated as 'Good' and only two as 'Requires Improvement'.
88. A new Improvement Plan has been created, which contains thirteen Areas For Improvement identified by the Inspectorate. Work will commence on these immediately.

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

89. 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. Fourteen Fire Standards have now been published.
90. 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.

91. This year's Celebrate Safely campaign was a huge success in relation to the reach and engagements on Facebook. Despite the number of posts being reduced (22) they reached 281,385 people and received 54,353 engagements (likes, shares, clicks, comments), which was nearly five times as many as last year.
92. A part of the 'Celebrate Safely' content to help engage with communities was shared via TikTok on Halloween. This was a video showing crews doing the BA shuffle to Halloween music, with the goal that this could help drive people towards the Service's channels. This video was hugely successful, gaining the Service 3,359 new followers on TikTok. The video itself has (so far) reached 672.6k views, 52.3k likes, 735 comments and been shared 2,618 times. After it was posted, the Service also had a spike in views on its other videos, which promote key safety messages.
93. The usual seasonal Rudolph activities were undertaken again this year. The posters, route communications and social media coverage was very well received and excellent feedback on what is a traditional annual event is always heart-warming.
94. The HMICFRS Inspection Report was published on the Service's external website for public viewing. There were social media posts created in relation to the report, and the Chief Fire and Rescue Officer undertook a number of requested press interviews.
95. A significant amount of effort was spent on the recent recruitment campaigns: planning, website updates, social media coverage, Workshop Wednesdays and Have a Go Days, all undertaken to promote awareness of the Service and encourage applications from all areas of the community.

Report Implications/Impact

96. Legal (including crime and disorder)

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

97. 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.

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

None.

99. 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.

100. Environmental

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

101. 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