

**LANCASHIRE COMBINED FIRE AUTHORITY
PLANNING COMMITTEE**

Meeting to be held on 15 July 2019

ANNUAL SERVICE REPORT 2019

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Executive Summary

In line with the 5 year Integrated Risk Management Plan (2017-2022) Lancashire Fire and Rescue Service (LFRS) publishes an annual report detailing the objectives, projects and key deliverables for the forthcoming year. This is in the format of the Annual Service Plan (ASP) which is a report style document that is supplemented with a video based overview.

This Annual Service Report seeks to provide an overview of our progress against the areas of work detailed in the Annual Service Plan 2018/19. As detailed within the body of the report below there are a number of key deliverables with regards to our priority areas of Prevention, Protection, Response and People related work streams.

Recommendation

For the Planning Committee to note and endorse the Annual Service Report.

Information

The Annual Service Report (ASR) is a key part of the Service's corporate planning process which enables the documentation of deliverables in the previous 12 month period.

In addition to highlighting the key projects that have been delivered against the 2018/19 Annual Service Plan it also presents the opportunity to reflect on some of the unplanned major achievements the Service has delivered over the last 12 months. The most notable example would be the response and resolution to the Winter Hill incident during June and July 2018. Building on the successful delivery of the 2017/18 ASR these reflections will once again be captured in the format of a short video that will be presented to the next Combined Fire Authority meeting in addition to internal and external cascade via website links, social media and staff briefing formats.

Annual Service Plan Progress Report

Our Annual Service Plan for 2018 detailed a range of projects, action plans and priority items for completion during the year. This report details the progress made against each of these items.

Preventing fires and other emergencies from happening, protecting people and property when they happen and responding quickly and competently

Evaluate tools to strengthen our response

Pre-alerting

The pre-alerting project was rolled out as a pilot from early 2019 at four fire stations; Preston, Penwortham, Bamber Bridge and Fulwood. This is allowing the Service to measure the impact on performance levels across different shift systems of early mobilisation messages.

Dynamic cover tool

The dynamic cover tool has been viewed by our staff and some business benefits have been noted. However, the costs currently outweigh the benefits therefore it hasn't been procured. The Service is exploring the possibility of collaborating with our bordering fire and rescue services and North West Fire Control in order to consider if this approach is more feasible.

Strengthen our operational assurance

Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS)

Following the inspection by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services we received an 'outstanding' in promoting the right values and culture and 'good' in all other categories. We are currently the only Service in the country to be graded as at least 'good' against every category whilst also receiving an 'outstanding' grade in one.

National Operational Guidance

The Service has decided against replacing current operational procedures and is instead writing what are known as Standard Operating Procedures (SOPs), bringing them, and training, in line with National Operational Guidance while also retaining local information.

Assurance monitoring system app

The Service has been working towards delivering an assurance monitoring app that collates information and intelligence from numerous sources. Crews are currently operating on a 'debrief' function of the app but further work is planned to provide benefits such as the identification of early trends and issues regarding policy, equipment or training. This work is expected to be completed later this summer.

Integrate water towers into our fleet

The Fleet and Engineering Department has worked alongside operational members of staff to capture a qualitative evaluation of Stinger 1 placed at Blackburn Fire Station.

This has allowed the Service to request modifications from the manufacturer to be made to the vehicle in order to improve its operational capabilities.

We have procured a second Stinger, which at the time of writing is at Skelmersdale Fire Station hosting the required crew training. This will be operational from August 2019.

Replace incident command units

A functional specification has been produced for two new incident command units. This specification has been produced to support the command model that we operate towards. The Service has made the decision to, when the time arrives, place the new units at the stations they are currently hosted at: Fulwood and Blackburn.

Engagement has been made with Lancashire Constabulary and wider Lancashire Resilience Forum members to ensure the Joint Emergency Services Interoperability Principles (JESIP) requirements will be met. The vehicles will be owned by Lancashire Fire and Rescue Service and a joint procurement exercise will not be taking place.

Emergency Services Network (ESN)

The Service continues to support this Home Office led project; there is a funded post from the programme that is filled by an experienced operational station manager. Early work remains ongoing with regards to helping the programme shape the required deliverables and deployment plans. The full business case is due to be presented to Government by the Home Office Programme Team later this year and transition timescales are anticipated at this time. Our current Airwave provision remains fit for purpose and effective in the interim.

Optimise availability of front-line services

A range of duty systems operate within the Service to ensure fire engines and special appliances are crewed appropriately based on risk. Rota management software and smart phone apps are currently utilised by whole-time and on-call operational crews, as well as administration teams, to achieve this. This project was established as it became apparent that, although we are consistently very good at ensuring appliance availability, improvements could be made to some of the processes used to achieve this. The project team has reviewed the full range of processes, software, policies and guidance and authored an improvement action plan which is being progressed in 2019/20. The improvements were identified through extensive staff engagement and the independence of the findings was assured through involvement of an external auditor. The outcomes of the project are not specifically intended to enhance appliance availability (as this is already well supported by existing processes) however they will release significant amounts of time for operational and administrative teams to be re-invested in other activities.

Valuing our people so they can focus on making Lancashire safer

Develop a strong organisational culture where our values are understood

Consult with staff on the appraisal conversation

The Service has consulted with staff on how to improve the way we undertake the appraisal conversation. This work is being used to develop new arrangements in relation to how we undertake appraisals. For 2019, the feedback from the consultation has been used to develop new appraisals for on-call firefighters.

Performance manage appraisals

Following feedback from staff, an electronic recording system has been developed to allow all managers to record completion of appraisals centrally: this is known as PDR Pro.

Develop a range of tools to improve the appraisal conversation

The Service has explored opportunities for implementing an online appraisal tool to enable accurate reporting and recording, and a solution is being progressed. Further to feedback from staff, the documentation which sits within the appraisal process is being updated. Development has been provided to all crew managers in terms of having difficult conversations and this will continue to be a feature of their development programme.

Encourage and listen to employee voice

Staff survey

A survey for staff at all levels and in all roles ran for seven weeks during 2018 to find out their views on what it's like to work for the Service, leadership and management, training and development, recognition and communication in order to inform future activity. There was an increase in both response rates and engagement levels than in previous surveys. The results are being used to provide insight and influence activity in a variety of areas across the Service.

Intranet

A new intranet has been developed reflecting feedback from the staff survey in terms of information and features people most wanted. The site aims to connect staff from across the Service and provide forums for expression of views and knowledge sharing. It also represents the first phase of a new corporate document store.

Develop our leaders

A development day for middle managers was held which included an outline of our Annual Service Plan and direction in terms of a positive, ambitious and realistic future.

There was also a focus on dealing with change, developing resilience and increasing staff engagement.

In addition, the Service hosted several events led by Paul McGee which opened up the opportunity for staff to listen and learn from the international keynote speaker and performance coach, who combines his background in psychology with humour and practical insights.

Promote equality, diversity and inclusion (EDI) within the Service

Lancashire Fire and Rescue Service works very hard to promote working opportunities to our vastly diverse population and shape inclusive services through a representative and informed workforce. Our chief fire officer leads the EDI steering group which develops and shapes our EDI action plan. This plan is further refined through staff engagement in the format of LGBT, women and families, ethnicity and culture and disability employee voice groups. The work of these teams has enabled the Service to shape policy, deliver positive action recruitment and diversify the workforce. The EDI action plan and delivery against the objectives are reported to the Lancashire Combined Fire Authority annually.

Expand apprenticeship opportunities

In the previous 12 months the Service has offered a more diverse range of apprenticeships including: project management, procurement, business administration, human resources and fleet and engineering. The Service has been awarded accrediting body status for apprenticeships and the 18 recruits commencing their training in September will be a part of our apprenticeship growth.

Build a strong and resilient workforce

Embed TRiM

Trauma Risk Management (TRiM) is a recently developed risk assessment based approach to trauma support for all staff within the Service. This new system has replaced critical incident debriefing and is being delivered by trained practitioners from across the Service.

Review research on the effects of contaminants at fires on firefighters' health

Lancashire Fire and Rescue Service has developed its understanding of the potential risks posed by contaminants on firefighting personal protective equipment. Following current best practice guidance, the Service has developed a new policy and risk assessment on how we manage this risk. We have included improvements to managing contamination within a new design for breathing apparatus training facilities at Service Training Centre. We have signed a memorandum of understanding with the University of Central Lancashire (UCLAN) to become the first fire service in the UK to support the research on contamination being developed by UCLAN and the Fire Brigades Union.

Delivering value for money in how we use our resources

Invest in training and equipment

Area-based training hubs

Scoping work for an area based training hub for the north of the county has been ongoing. The Service has been completing market research by seeing what other fire and rescue services are using, what manufacturers have to offer and at what price. A utilisation exercise has been completed to calculate the projected periods of time the hub would be used and by which staff. Consultation is still ongoing with this project and a cost benefit analysis will take place to mark the feasibility of the project.

Service Training Centre improvements

Consultation with staff across the Service has been ongoing regarding our new plans to upgrade Service Training Centre. The detailed specifications for our new building that includes breathing apparatus training, equipment maintenance, staff welfare facilities and trainer offices are completed, tender documents are drafted and we now move towards the build phase.

Virtual reality training software

XVR virtual reality training software has been extensively evaluated and the required benefits were not identified for Service command training, therefore we will no longer be pursuing this.

Review duty rig

A project team has been exploring a wide variety of options for duty rig. The team is working closely with staff consultation groups to ensure that any changes to uniform meet the needs of our diverse workforce across all areas of business.

Collaboration with Lancashire Constabulary

Collaboration with Lancashire Constabulary has been building momentum over the year since a joint temporary project officer post was created. There has now been a series of Blue Light Collaboration Boards and Executive Collaboration Boards that have inserted a structure into the programme as well as a governance pathway.

Within this, the original 32 opportunities proposed in February 2018 have been streamlined into 15 positive opportunities to work on together. These include major projects such as missing person searches, real time demand management and co-location of a public order training site, as well as smaller local projects such as shared asset management, vehicle maintenance and fuel business continuity.

In addition, there have been other relationship developments such as collaboration over the changes required following the General Data Protection Regulation legislation, duty officer communication links and also a joint emergency services open day, which includes the three blue light services as well as other partners such as Blood Bikes, Mountain Rescue and the RNLI.

Property collaborations and co-location

The Service, working alongside North West Ambulance Service, has completed the build of a joint fire and ambulance station in Lancaster. This was finished in early 2019 and both fire and ambulance colleagues using the site are reporting positively on the environment and enhanced working relationships.

Information Management Strategy

Records management

The Service has appointed a records management officer who is leading this work to improve how records are managed, stored and deleted within the organisation.

Integrated Planning Platform

The Service has gone live with an interim solution for district-level key performance indicator reports. This builds on the work delivered earlier in 2018/19 whereby post incident records were created and analysed digitally to ensure that all learning and reactive prevention measures were delivered in a timely and effective manner.

General Date Protection Regulation (GDPR)

The Service has been working to raise awareness of the Data Protection Act 2018. Staff members who handle sensitive information have all received specialised training on how to work in compliance with the act. We have also provided all members of staff with an e-learning module to educate them of the changes in the new act. A project team has created a GDPR action plan delivering the key priorities whilst developing improvements and longer term changes to ensure the Service remains compliant.

Business Risk

None.

Sustainability or Environmental Impact

None.

Equality and Diversity Implications

None

HR Implications

None.

Financial Implications

None.

Local Government (Access to Information) Act 1985

List of Background Papers

Paper	Date	Contact Ben Norman Tel. 01772 866801
Reason for inclusion in Part II, if appropriate:		