



ETAP Governance Highlight Report

Report of the Chief Fire Officer

ETAP Item 4

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Introduction

This report is intended to provide information and assurance to ETAP on the actions being taken around the following:

1. HMICFRS reports and recommendations
2. ETAP reports and recommendations
3. Other External reports recommendations (as appropriate)
4. Strategic Risk Register

An overview of the above areas is provided, with a focus on those matters that have been considered to represent higher level risks to the organisation or which ETAP have requested a specific update on.

Recommendation to ETAP

- That the information within this report be noted for information / discussion.
- That any matters requiring more detailed scrutiny be raised for inclusion in the next Chief Fire Officer's report to ETAP.

1 HMICFRS Reports and Recommendations

Summary of live HMICFRS Service Inspection report action plans

Inspection Title	Overall Judgment	Areas for Imp	Comments & progress
HMICFRS Full Inspection	GOOD across all 3 pillars	The service should ensure it allocates enough resources to a	Since this inspection 3 additional fire safety officers have been recruited through funding secured from the

(Efficiency, Effectiveness & People) 17 th December 201		prioritised and risk-based inspection programme.	collaboration work. Upskilling of operational crews has commenced with further development planned which will result in an increased capacity for protection activity.
		The service should improve the availability of its on-call fire engines.	A comprehensive 9 point plan has been developed and implemented as part of the Service transformation work. This will see an increase in the number of retained support officers with an amended role. These individuals will be placed strategically to ensure the most effective increase in on-call appliances. Research has been completed by Keele University examining the issues of the on-call system in relation to availability and evaluating the steps taken by the service.
		The service should ensure it effectively monitors, reviews and evaluates the benefits and outcomes of any collaboration.	Since the publication of this report the Shared Services Operational Management Group has been established which reviews and monitors the effectiveness and performance of the joint services now supporting Fire and Police. The evaluation of joint estates from a financial perspective is considered within each business case for the various sites under review. The development of the Strategy and Intelligence Team will also enhance the Services ability to evaluate the benefits of collaboration.
		The service must ensure scenario plans for future annual budgets are fully considered, including measuring likely impacts.	Since the publication of this report the Service has developed its Service Transformation plan which incorporates a range of options to implement based on differing financial scenarios. This includes understanding the likely impacts of any changes to service delivery. Detailed papers are to be presented to SGB

		The service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders.	In February 2021 the Service launched its first high potential leadership experience which is a scheme designed to identify, develop and support aspiring leaders. A number of events have taken place and will continue in next year
HMICFRS C19 Inspection 22 nd January 2021	In order to be as efficient and effective as possible, Staffordshire Fire and Rescue Service should focus on the following area: (a) It should determine how it will adopt for the longer-term, the new and innovative ways of working introduced during the pandemic, to secure lasting improvements.	None awarded	The Service continues to implement the learning taken during continual debriefs held during the response to C19 which includes: - <ul style="list-style-type: none"> • A flexible working policy has now been developed and is in place within the organisation. This action is therefore now complete • The roll-out of O365 continues which will give staff access to video conferencing and other ways to use technology to reduce the burden of travel and support the greater use of remote working. This is an ongoing action • The use of a blended approach to the delivery of Safe & Sound once physical sessions are running. During lock down the Education Team came up with the concept of an on line delivery of Safe+Sound to support families while children were being educated at home. Over 88000 devices have logged on to these sessions and they a this now forms part of our approach to delivering: Fire Safety, Road Safety and Water Safety. • A detailed plan has been developed to manage the transition into enhanced protection work being conducted via operational crews.



			<ul style="list-style-type: none">• Operational crews – starting with Watch Mangers, are all completing qualifications in Fire Safety in line with the National Competence Framework.• Accurate risk profiles for group areas are being produced and provided by the risk planning team to enable this work to be prioritised and focused.
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All Fire and Rescue Service and national publications can be accessed:

<http://www.justiceinspectorates.gov.uk/hmicfrs/publications/>

2 ETAP Thematic Reports and Recommendations

Summary of live ETAP Thematic action plans

ETAP Review Title	Recommendations	Comments
Fire Safety Thematic review November 2020	Review the process criteria and methodology used by Experian to create the database and methodology re property selection (90%+ rating of fire risk).	The data sets used internally are now validated and cross mapped with data sets from Ministry of Housing, Communities and Local Government (MHCLG). This is a result of the Building Safety Programme following the Grenfell Tower fire. Progress against the agreed list of high and very high risk premises is monitored by Central Government with monthly returns being made by the Service. The Service and the sector continues to focus on identifying high risk buildings and the outcomes from the Grenfell inquiry are directing us towards High Risk Residential Buildings HRRB's.
	Review the level of Fire Inspection resource (FTE) on a regular basis to ensure it is sufficient to undertake inspections in a timely manner and the High-Risk Properties (Inspection Register) rated 90%+ on the Experian Data Base can be achieved within the planned two-year timeframe.	The additional resource (3 FTE inspecting officers) agreed by the Authority in Sept 2019 was sufficient to undertake the High Risk inspection programme as planned in 2019. Our physical inspection programme has clearly been hampered by C19, as has the availability of courses to train the operational staff. However, we have focused upon high risk buildings throughout and we are still on schedule to complete the all the inspections by the end of 2021, and are currently exploring other



		methods for training operational staff using distance/remote learning.
	<p>Undertake a review of the backup and administrative controls exercised over the Computer Administrative System (CFRMIS) which is a business critical.</p> <p>Urgently pursue other options for the replacement / updating of its operational computer system (CFRMIS).</p>	<p>Since the publication of this report the Service has implemented a Digital Strategy and invested in a replacement IT system which replaced CFRMIS and the other Protection and Prevention Software. The new Prevent and Protect system provides one integrated location and database for safety audits, enforcement, operational risk, 'safe & well' and hydrant information. This integrated data set combines elements such as fire fighter risk analysis, typical occupancy, and number of storeys and provides resilient access to information for anyone in the Service. The Service are the first FRS to adopt an integrated solution that seamlessly joins up work and data flows across Resource Management departments, Emergency Response, and Prevention and Protection. The transition to the new system is being project managed through the Strategy and Intelligence department. Ownership of the files, recovery, and security access is through the Protective Security group. The new system provide a cloud based solution which improves resilience and accessibility.</p>
	<p>Urgently review its enforcement actions / process including the capabilities and knowledge base of staff to undertake prosecutions where appropriate.</p>	<p>The Service will always work with business in accordance with the enforcement concordat to support local economic growth and a safe built environment. Where necessary</p>

		<p>enforcement action is taken and if it is deemed in the public interest prosecution is used. The Service maintains the skills and appropriately uses the suite of enforcement actions including: Alteration notices, Improvement plans, prohibitions and prosecutions. The Service currently has two live prosecution cases with external Barristers, one has been presented to Crown Court for sentencing and, the other is awaiting the next phase of legal action to commence. These two prosecution have both been successful and we are awaiting sentencing. We now have a proven capability within Service to prosecute responsible people where necessary.</p> <p>This Action can be closed</p>
	<p>Review the methodology / inspection criteria re identification of high-risk properties and consult with other Authorities National Groups on the appropriateness of the current criteria (90%+ plus referrals).</p>	<p>Please see the response for recommendation 1.</p>
	<p>Review the website content on Fire Protect to ensure that it is comprehensive in terms of its guidance and provides information on key contacts for sources of help and advice, both to raise awareness of Fire Protect amongst the general public and to maximise knowledge transfer to businesses.</p>	<p>The website has been reviewed and contains links to comprehensive guidance for both business and the general public. The Service is also working with an external national provider and partnering with the national 'Fire Kills' campaign to further improve the online offer. In addition the Communications team have prioritised refreshing our website.</p>

3 Other External Reports and Recommendations

Please note that where LFB are referred to SFRS have adopted this recommendation as if it were assigned to the Service. The report itself highlighted 45 recommendations which were both aimed at Fire and Rescue Services and the Owners/Managers of High Rise Residential Buildings. Following further scrutiny of the report by the service, a total of 97 recommendations were identified. Of the 97 actions, 82 have been completed, 8 have been incorporated into other actions and 9 actions remain “in progress”. Recommendations that are highlighted were not directly aimed at FRS’s however the Service has taken some action with regard to these recommendations.

Summary of other reports

Report Title	Recommendations	Comments	Progress
Grenfell Tower Enquiry Phase 1 October 2019 Chapter 33	The owner and manager of every high-rise residential building be required by law to provide their local fire and rescue service with information about the design of its external walls together with details of the materials of which they are constructed and to inform the fire and rescue service of any material changes made to them;	SFRS has completed a full audit of every HRRB and developed a new technical document to take into account this risk. SSRI's and PORIS information is available through our software systems for Fire Control, Crews and Officers. Further work continues to fit sprinkler in not every high rise residential building in Staffordshire.	SFRS action completed
	That all fire and rescue services ensure that their personnel at all levels understand the risk of fire taking hold in the external walls of high-rise buildings and know how to recognise it when it occurs.	This has been completed with a new technical document for Tall Buildings and training presentations for operational staff and Fire Control staff. Exercises have continued and Command Assessments for IC's have be utilised to test this theme.	Completed
	That the LFB review, and revise as appropriate, Appendix 1 to PN633 to ensure that it fully reflects the principles in GRA 3.2;	A full review of GRA 3.2 and SFRS's high-rise procedures have been completed, utilising National Operational Guidance. As a result a new technical	Completed



		document on Tall Buildings has been produced	
	That the LFB ensure that all officers of the rank of Crew Manager and above are trained in carrying out the requirements of PN633 relating to the inspection of high-rise buildings.	Relevant aspects of training have been covered in BA module 1, core skills, Incident Command assessments and watch based training on evacuation	Completed
	Owners and Managers are to provide their local fire and rescue services with up-to-date plans in both paper and electronic form of every floor of the building identifying the location of key fire safety systems;	The review of our PORIS work in relation to our audit and inspection strategy for Tall buildings is helping to address this. Every Owner and manager has been written to in regard to their duties under the RRO 2005 and the expectations of the new Fire Safety Bill 2021	SFRS actions completed
	Owners and Managers to ensure that the building contains a premises information box, the contents of which must include a copy of the up-to-date floor plans and information about the nature of any lift intended for use by the fire and rescue services	PIB's are inspected as part of our audit and inspection programme to ensure that they are relevant to each building.	NA
	That all fire and rescue services be equipped to receive and store electronic plans and to make them available to incident commanders and control room managers.	electronic plans are available through our PORIS and SSRI work. On-going improvements are being explored through technology based command support for such incidents	Completed
	That the owner and manager of every high-rise residential building be required by law to carry out regular inspections of any lifts that are designed to be used by firefighters in an emergency and to report the results of such	Lifts are inspected for familiarisation as part of our audit and inspection programmes however this is a duty for the Responsible person under the RRO 2005	NA



	inspections to their local fire and rescue service at monthly intervals;		
	That the owner and manager of every high-rise residential building be required by law to carry out regular tests of the mechanism which allows firefighters to take control of the lifts and to inform their local fire and rescue service at monthly intervals that they have done so.	Statutory duty for Responsible Persons under the RRO 2005	NA
	That the LFB's policies be amended to draw a clearer distinction between callers seeking advice and callers who believe they are trapped and need rescuing;	This has been reviewed and updated through WMFS and SFRS Fire Control. It has been incorporated into call handling and fire survival guidance protocols	Completed
	That the LFB provide regular and more effective refresher training to CROs at all levels, including supervisors;	A full programme of training has been delivered to Fire Control Operators covering Major Incidents, interoperability, command support and incident communication and fire survival guidance	Completed
	That all fire and rescue services develop policies for handling a large number of FSG calls simultaneously;	A new policy was developed and training has been delivered to all Fire Control Staff and is being shared with operational staff in SFRS through-out March 2021. Further investments will be made within Fire Control to facilitate more effective Multi-agency work in the event of a major incident through new hardware and a national policy adoption.	Completed
	That electronicsystems be developed to record FSG	Although there is a method of utilising the Fire Survival	On Track



	information in the control room and display it simultaneously at the bridgehead and in any command units;	Guidance information and recording it at the incident and within Control. More work is being done to explore an appropriate electronic system to share information on the incident ground	
	That policies be developed for managing a transition from “stay put” to “get out”;	An interim policy has been completed and training given to operational staff. It is likely that this will be superseded by national guidance in the future. The approach is also covered in SFRS's technical document on Tall buildings which is compliant with National Operational Guidance. Training in this area continues.	Completed
	That control room staff receive training directed specifically to handling such a change of advice and conveying it effectively to callers.	This has been completed with WMFS and SFRS Control room staff along with Police and ambulance staff.	Completed
	To investigate methods by which assisting control rooms can obtain access to the information available to the host control room.	This has been completed through the development of training packages and through connecting with other emergency service control rooms and training them. Further work is going on with fall-back control for fire (LFB and North-west in March 2021)	On Track
	AS and the MPS review their protocols and policies to ensure that their operators can identify FSG calls (as defined by the LFB) and pass them to the LFB as soon as possible.	Policy and training complete for Fire Control staff	Completed



	That the LFB develop policies and training to ensure better control of deployments and the use of resources;	A range of activities have been evidenced between 2019-2021 to improve these areas	Completed
	that the LFB develop policies and training to ensure that better information is obtained from crews returning from deployments and that the information is recorded in a form that enables it to be made available immediately to the incident commander (and thereafter to the command units and the control room).	A review of briefing tools for BA wearers has taken place and is covered in BA and Incident Command training. Three has been	Completed
	Develop a communication system to enable direct communication between the control room and the incident commander and improve the means of communication between the incident commander and the bridgehead.	Training is taking place in relation to systems to share information between the Incident Commander and Fire Control in a more effective manner. At the moment SFRS utilise incident command packs, decision logs and our command support vehicle systems. There is an opportunity to introduce a dedicated electronic information sharing system that gives live updates on FSG information (CS10b forms)	On Track
	LFB investigate the use of modern communication techniques to provide a direct line of communication between the control room and the bridgehead, allowing information to be transmitted directly between the control room and the bridgehead and providing an integrated system of recording FSG information and the results of deployments.	As above	On Track



	that the LFB urgently take steps to obtain equipment that enables firefighters wearing helmets and breathing apparatus to communicate with the bridgehead effectively, including when operating in high-rise buildings;	SFRS have tested our communications systems within our tall buildings and data suggested that they are effective. An investment is being made into radio repeaters to cater for any issues from newer buildings (Funded through Grenfell grant funding form HM Government)	Completed
	That urgent steps be taken to ensure that the command support system is fully operative on all command units and that crews are trained in its use.	A full review of incident command support is required which will identify opportunities to improve systems such as the electronic connection with Fire Control for search, rescue and fire survival information (CS10B). Briefing tools have been refreshed through IIMARCH and BA Training reviews.	On Track
	That the government develop national guidelines for carrying out partial or total evacuations of high-rise residential buildings, such guidelines to include the means of protecting fire exit routes and procedures for evacuating persons who are unable to use the stairs in an emergency, or who may require assistance (such as disabled people, older people and young children);	NFCC and NOG team to share updates with FRS's. Local policy can be adjusted in conjunction with representative bodies.	NA
	That fire and rescue services develop policies for partial and total evacuation of high-rise residential buildings and training to support them;	Training and presentations delivered to Officers, Fire Control and operational teams on evacuation strategies and operational procedures. This is likely to be updated once more	Completed



		guidance is shared from the NFCC	
	That the owner and manager of every high-rise residential building be required by law to draw up and keep under regular review evacuation plans, copies of which are to be provided in electronic and paper form to their local fire and rescue service and placed in an information box on the premises;	All local Responsible Persons and owners of High Rise Residential buildings have been written to by SFRS in regard to these responsibilities immediately following the phase 1 recommendations and then again and following a fire at a building in Lichfield in November 2020	NA
	That all high-rise residential buildings (both those already in existence and those built in the future) be equipped with facilities for use by the fire and rescue services enabling them to send an evacuation signal to the whole or a selected part of the building by means of sounders or similar devices	This is an emerging issue. As of March 2021, there is one premises in Stafford, which has new type of system to enable partial of full evacuation signals. Training is taking place with SFRS staff	On Track
	That the owner and manager of every high-rise residential building be required by law to prepare personal emergency evacuation plans (PEEPs) for all residents whose ability to self-evacuate may be compromised (such as persons with reduced mobility or cognition);	All local Responsible Persons and owners of High Rise Residential buildings have been written to by SFRS in regard to these responsibilities immediately following the phase 1 recommendations and then again and following a fire at a building in Lichfield in November 2020	NA
	that the owner and manager of every high-rise residential building be required by law to include up-to-date information about persons with reduced mobility and their associated PEEPs in the premises information box;	All local Responsible Persons and owners of High Rise Residential buildings have been written to by SFRS in regard to these responsibilities immediately following the phase 1 recommendations and	NA



		then again and following a fire at a building in Lichfield in November 2020	
	That all fire and rescue services be equipped with smoke hoods to assist in the evacuation of occupants through smoke-filled exit routes.	Smoke hoods have been placed onto all operational appliance with a small stock in reserve to cater for specific risks.	Completed
	That in all high-rise buildings floor numbers be clearly marked on each landing within the stairways and in a prominent place in all lobbies in such a way as to be visible both in normal conditions and in low lighting or smoky conditions.	All local Responsible Persons and owners of High Rise Residential buildings have been written to by SFRS in regard to these responsibilities immediately following the phase 1 recommendations and then again and following a fire at a building in Lichfield in November 2020	NA
	That the owner and manager of every residential building containing separate dwellings (whether or not it is a high-rise building) be required by law to provide fire safety instructions (including instructions for evacuation) in a form that the occupants of the building can reasonably be expected to understand, taking into account the nature of the building and their knowledge of the occupants.	All local Responsible Persons and owners of High Rise Residential buildings have been written to by SFRS in regard to these responsibilities immediately following the phase 1 recommendations and then again and following a fire at a building in Lichfield in November 2020	NA
	That the owner and manager of every residential building containing separate dwellings (whether or not they are high-rise buildings) carry out an urgent inspection of all fire doors to ensure that they comply with applicable legislative standards;	All local Responsible Persons and owners of High Rise Residential buildings have been written to by SFRS in regard to these responsibilities immediately following the phase 1 recommendations and then again and following a fire	NA



		at a building in Lichfield in November 2020	
	That the owner and manager of every residential building containing separate dwellings (whether or not they are high-rise buildings) be required by law to carry out checks at not less than three-monthly intervals to ensure that all fire doors are fitted with effective self-closing devices in working order.	All local Responsible Persons and owners of High Rise Residential buildings have been written to by SFRS in regard to these responsibilities immediately following the phase 1 recommendations and then again and following a fire at a building in Lichfield in November 2020. This issue of flat front doors has been widely shared by the service through its experience with a fatal incident in Hanley in 2017 and the coroner's processes. In addition, this has also been highlighted again following the incident in Lichfield in 2020 with the service undertaking robust enforcement action on these issues.	Completed
	That all those who have responsibility in whatever capacity for the condition of the entrance doors to individual flats in high-rise residential buildings, whose external walls incorporate unsafe cladding, be required by law to ensure that such doors comply with current standards.	All local Responsible Persons and owners of High Rise Residential buildings have been written to by SFRS in regard to these responsibilities immediately following the phase 1 recommendations and then again and following a fire at a building in Lichfield in November 2020	NA
	That each emergency service must communicate the declaration of a Major Incident to all other Category 1 Responders as soon as possible;	Training undertaken within SFRS and Fire Control. The JESIP Doctrine has been revised in 2021	Completed



	That on the declaration of a Major Incident clear lines of communication must be established as soon as possible between the control rooms of the individual emergency services;	Completed training through Fire Control and Operational staff (JESIP protocols) as well as command assessments. This action was covered in the JOL action note 2020-001	Completed
	That a single point of contact should be designated within each control room to facilitate such communication;	Completed through Fire Control FSG and high rise procedures in early 2021	Completed
	That a "METHANE" message should be sent as soon as possible by the emergency service declaring a Major Incident.	This action has been addressed with training but also a refresh of the Joint Doctrine document for JESIP training	Completed
	That steps be taken to investigate the compatibility of the LFB systems with those of the MPS and the LAS with a view to enabling all three emergency services' systems to read each other's messages.	This action has been addressed with Staffordshire Police, WMAS and Fire Control.	Completed
	That steps be taken to ensure that the airborne datalink system on every NPAS helicopter observing an incident which involves one of the other emergency services defaults to the National Emergency Service user encryption.	This action has been addressed with Staffordshire Police, the CCU and Fire Control. It was covered through JOL action note 2020 -002	Completed
	That the LFB, the MPS, the LAS and the London local authorities all investigate ways of improving the collection of information about survivors and making it available more rapidly to those wishing to make contact with them.	This is an aspect which will be lead by the police and local authorities - with support from the CCU	NA
ETAP review Management of the PANDEMIC	Report currently being finalised and further updates will follow		

4 Strategic Risk Register

Strategic Risk Register

The Services Strategic Risk Register review takes place on a quarterly basis and met last on the 14th September. The Services' strategic risk register currently has 8 risks. Each risk as outlined below is subject to a full review during the Strategic Risk Register review which includes effectiveness of controls measures in place and risk/issue scores. During the review new risks raised by the attendees or by other members of staff are also considered and where appropriate they are included within the risk register, included in directorate or department risk registers or discounted as risks.

Current Risks:

1. Loss/unavailability of employees within Staffordshire Fire & Rescue Service – this is for a range of reasons including pandemic or industrial action.
2. Failure to deliver the Safety Plan – this risk includes the failure to deliver a sustainable plan for effective service delivery as a result of continued funding pressures.
3. Ongoing uncertainty related to the delivery of the Emergency Services Network (ESN) – this is in terms of quality, timescales and cost and the resultant requirement to sustain Airwave beyond the current planned shutdown date at the end of 2022.
4. Failure to implement an effective Protective Security Strategy – this risk fully encompasses the management, use, security and retention of data, particularly with the constant risk of cyber-attack.
5. Safeguarding – this risk relates to the failure of the Service to raise awareness and be prepared in all respects, to work closely with our strategic partners over issues concerning the wellbeing and protection of vulnerable adults, young people and children in our communities. Also that staff adhere to policy and procedure when there is a requirement.
6. Wellbeing, inclusion and culture of the organisations being compromised - Risk of failing to continue to embed the culture we have created which is considered to be an example of best practice (peer review).
7. Changes to the Pension Schemes – this risk relates directly to the loss of experienced fire personnel due to the potential results of the national pension issue and significant costs being incurred in terms of administration and application of case law remedies.
8. Critical equipment shortages and delayed projects due to supply chain disruption – this risk relates to the disruption of critical supply and planned large value projects due to **BREXIT**

Current Risks:

1. **Loss/unavailability of employees within Staffordshire Fire & Rescue Service** – this is for a range of reasons including pandemic or industrial action.
2. **Failure to deliver the Safety Plan** – this risk includes the failure to deliver a sustainable plan for effective service delivery as a result of continued funding pressures.

3. **Ongoing uncertainty related to the delivery of the Emergency Services Network (ESN)**
– this is in terms of quality, timescales and cost and the resultant requirement to sustain Airwave beyond the current planned shutdown date at the end of 2022.
4. **Failure to implement and effective Protective Security Strategy** – this risk fully encompasses the management, use, security and retention of data, particularly with the constant risk of cyber-attack.
5. **Safeguarding** –this risk relates to the failure of the Service to raise awareness and be prepared in all respects, to work closely with our strategic partners over issues concerning the wellbeing and protection of vulnerable adults, young people and children in our communities. Also that staff adhere to policy and procedure refer when there is a requirement.
6. **Wellbeing, inclusion and culture of the organisations being compromised** - Risk of failing to continue to embed the culture we have created which is considered to an example of best practice (peer review).
7. **Risk that collaboration** – this risk is specifically in relation to the joint work between the Fire Service and Police which may impact on Service Delivery and business as usual.
8. **The impact of BREXIT** – this risk relates to the potential effect on operations due to supply chain disruption and rising costs.
9. **Changes to the Pension Schemes** – this risk relates directly to the loss of experienced fire personnel due to the potential results of the national pension issue and significant costs being incurred in terms of administration and application of case law remedies.