

Police, Fire and Crime Panel – 23rd September 2021

Staffordshire Fire & Rescue Service

Safety Plan 2020 - 2024 Update Report

Report of the Police & Crime Commissioner

1. Purpose of Report

- 1.1 This report is to update the Police and Crime Panel on the delivery of the Staffordshire Fire and Rescue Service Safety Plan (SP - Integrated Risk Management Plan - IRMP). The publication of the Safety Plan fulfils the legislative obligations as defined within the Fire and Rescue Service National Framework for England 2018.

2. Recommendation

- 2.1 That the Panel note the update on the delivery of the SP 2020 – 2024 and make comment as appropriate.

3. Background

- 3.1 The IRMP is a document that each Fire and Rescue Authority in England is required to produce. Whilst there is no specific template that the Authority is required to follow, there is guidance detailed within the Fire and Rescue Service National Framework for England 2018 on the content of the plan. Each plan must:

- reflect up to date risk analyses including an assessment of all foreseeable fire and rescue related risks that could affect the area of the authority;
- demonstrate how prevention, protection and response activities will best be used to prevent fires and other incidents and mitigate the impact of identified risks on its communities, through authorities working either individually or collectively, in a way that makes best use of available resources;
- outline required service delivery outcomes including the allocation of resources for the mitigation of risks;
- set out its management strategy and risk-based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005 in accordance with the principles of better regulation set out in the Statutory Code of Compliance for Regulators, and the Enforcement Concordat; cover

at least a three-year time span and be reviewed and revised as often as it is necessary to ensure that the authority is able to deliver the requirements set out in this Framework;

- reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies and partners; and
- be easily accessible and publicly available.

3.2 Following the transfer of governance from the Stoke-on-Trent and Staffordshire Fire and Rescue Authority to the Staffordshire Commissioner, a new Safety Plan 2020-2024 was developed which was published in August 2020.

3.3 The Safety Plan was designed to underpin the Staffordshire Commissioners Fire and Rescue Plan and four priorities for the Service were determined following consultation in 2020 across Staffordshire.

3.4 The four priorities that the Service is delivering against are: -

3.4a) Prevention and Early Intervention

We aim to develop a detailed community risk profile of Staffordshire so that we can use our resources in the most efficient and effective way.

3.4b) Protecting Staffordshire and its people

We aim to reduce and remove risks in communities by using a combination of prevention, protection and response activities and help make Staffordshire a safer place to live, work and visit.

3.4c) Public Confidence

We aim to report regularly on our progress and communication openly about our plans so that, they are clearly understood, meet our legal duties and provide assurance to the public in a way which is transparent and easy to scrutinise.

In order to demonstrate the Services performance against the key measures as detailed within the Safety Plan 2020-2024.

The key measures as detailed are: -

- Total number of incidents attended
- Number of accidental dwelling fires
- Number of accidental fire deaths and injuries
- Number of Safe and Well Visits completed
- Number of accidental business property fires
- Number of road traffic collisions (RTCs) attended
- Number of people killed or seriously injuries (KSIs) at RTCs
- Number of automatic fire alarms we attend

3.4d) Service Reform

We aim to develop and support a diverse, healthy and highly professional workforce who are motivated and empowered to improve our Service.

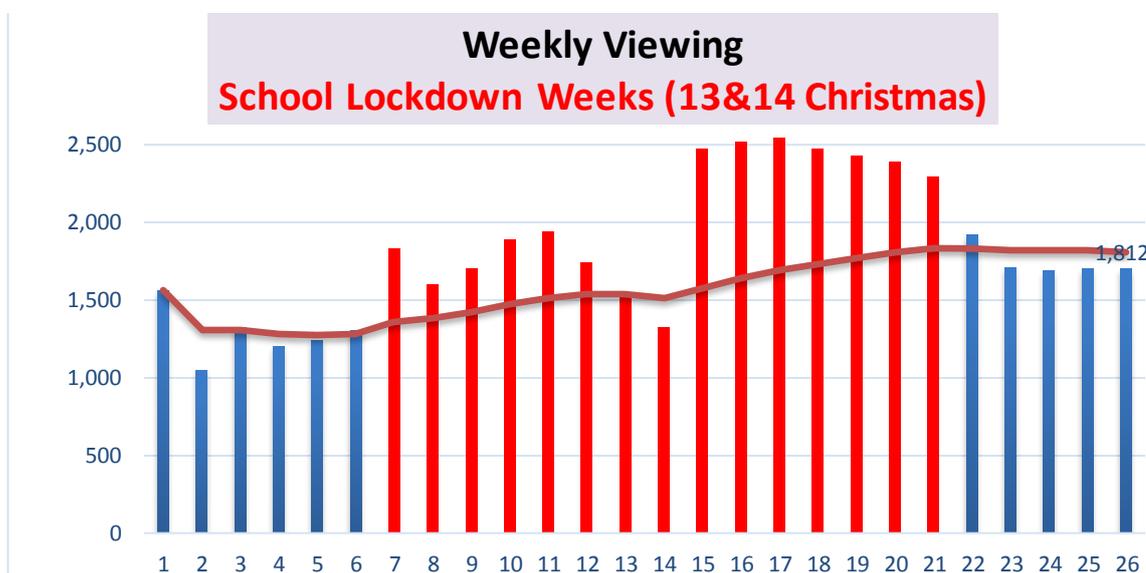
4. Progress to Date

4.1 Prevention and Early Intervention

The impact of C19 on the work undertaken by the Service has been and continues to be significant and as such the way in which the Service has delivered its prevention and early intervention activities has been amended in line with the various C19 restrictions applied over the few months.

4.1a) As previously reported the Service developed an on line delivery of Safe and Sound to support families while children were being educated at home. The plan was to follow a similar format to our on station delivery with partners delivering their workshops all themed around supporting communities to make informed and positive lifestyle choices, improving their health, safety and wellbeing.

The chart below shows the numbers of devices accessing the LearnLive platform (a device can have more than a single viewer). The section in red illustrates the periods when schools were not fully open due to lockdown. There are now 112 registered settings, the majority of which are schools in Staffordshire and Stoke-on-Trent



Since September 2020 52,733 devices have tuned in to the live sessions and a further 11,970 have watched the on-demand content giving a total of 64,703 devices accessing the content.

Partner engagement remains high with new partners including Communities against Crimes of Hate (CACH), Time4Sport and West Midlands Ambulance Service now involved.

The Key Stage 1 special was well received with circa 2000 devices tuning in and the Key Stage 3 special due to take place on June 18th included topics such as escape plans, ditch the blade, cycle and railway safety.

- 4.1b) The Service Volunteers have been supporting a range of events including the vaccination centres at Stafford, Tunstall and Alrewas.

Three volunteers have been recognised for their work and been shortlisted for the Support Staffordshire Star Awards in their areas with the virtual ceremonies taking place on June 7th. Andy Bennett from Tamworth has been shortlisted within the volunteering to support young people category, Carly Leese from Newcastle has been shortlisted within the personal achievement category, and Andrew Sutton from the Staffordshire Moorlands has been shortlisted within the volunteering to support young people category.

- 4.1c) Since the previous update the Princes Trust programmes have remained to be affected by a number of C19 restrictions with restrictions on participant numbers and differing forms of delivery from face-to-face and virtual being deployed.

During the latest lockdown staff that deliver the Princes Trust programme spent considerable time supporting students via on-line group chats, workshops and in-depth 1-1's. In addition new schemes of work and teaching materials were developed and produced resulting in a significant amount of new material in preparation for the commencement of face-to-face delivery.

An on-line Get Started in Film course was held which resulted in 18 young people successfully completing this programme.

From March the recruitment of young people for the various programmes commenced and an Explore course started at Rugeley with 7 young people completed the course which finished on the 5th May. Each young person on the course has found a positive outcome whether this is employment, college, volunteering or progressing on to the Team Programme.

A Teams programme started in Stafford in late April, with only 5 young people participated as a result of the challenges in recruiting during the pandemic. A Team programme started in Cannock late in May with 12 young people participating. All of these programmes are delivered in compliance with C19 secure measures.

Over the next 6 months 6 Teams programmes, 5 Get Started programmes and 4 Explore programmes are scheduled and it is expected that each of

these courses will be full in terms of participants.

- 4.1d) As a result of C19 the Service moved to a different approach for the delivery of our Safe and Well programme. The approach is in line with the strategic intentions set by the NFCC for the delivery of prevention activities. The revised approach used the following; telephone advice only, telephone advice and smoke alarms dropped off at the door for the occupier to fit and for residents with an immediate threat to life telephone advice and a full safe and well physical visit.

Based on the changes to the C19 tier systems the Service has deployed its prevention arrangements in line with C19 level/tier in place. In addition where lock outbreaks were experienced the Service took this into account in respect of the delivery of physical safe and well visits.

4.2 Protecting Staffordshire and its people

- 4.2a) The Community Sprinkler project continues to see progress being made in respect of buildings of 5 or more floors being retro-fit with sprinkler systems.

Stoke-on-Trent City Council have now concluded the retro-fitting of sprinkler systems in Southern Court, Dibden Court, Penkhull Court and Honeywall Court is expected to be completed by May. Whilst C19 related restrictions have caused slight delays, the sprinklers in all 4 blocks are now live, with minor cosmetic works taking place.

Stoke-on-Trent City Council are continuing to move forward and their focus will soon be shifting to the next buildings to be sprinklered. Jack Ashley Court and Travers Court both five story blocks of flats in Fenton will be the primary focus for the coming year. These two buildings have a slightly different design to those previously completed in that they have balcony access to the flats as well as a number of commercial units on the ground floor.

To coincide with National Sprinkler Week, SFRS went public with the announcement of our collaboration with Midland Heart to retrofit sprinklers into 2 high rise blocks in Lichfield. Charnwood House which is a 5 storey general needs block of flats containing 11 flats and Andrews House, a large 8 storey development for over 55's containing 60 flats. In the case of Andrews House Midlands Heart act as the managing agents for the property and following a recent ballot of the leaseholders it has been confirmed that the retro-fit will commence. It is expected that the tender process for this work will be completed during June.

In addition Midland Heart have expanded the scope of the project from their side and are now intending to retrofit sprinklers in at least 10 more properties. Whilst none of the other properties are located within Staffordshire, it's clearly

a positive move that will benefit the communities of the wider West Midlands region.

- 4.2b) The Service has needed to adapt its approach to delivering fire safety inspections which have ensured those premises where serious or imminent danger to life from fire exist receive the same level of enforcement should it be required. Protection teams have followed national guidance from the NFCC and tailored them to local needs to ensure the best possible outcomes for our communities. This has included physical visits and telephone audits alongside the completion of building regulation consultations and licensing consultations.

There are currently 10 prohibition notices in force, 7 enforcement notices in force and 5 alteration notices in place across the county. A prohibition notice is served because the fire risk is so great that access to all or part of a premises needs to be prohibited or restricted until the matters referred to have been put right. An enforcement notice is served because the Fire and Rescue Authority believes a premise has failed to comply with the Fire Safety Order. An alterations notice is served may be served if the FRA believes any structural alterations being made to the premises will constitute a serious risk to relevant persons (whether due to the features of the premises, their use, any hazard present or any other circumstances).

The FRA is also currently pursuing two fire safety prosecutions with Crown Court dates of June 18th and July 5th set, further information will be made available following conclusion of the legal proceedings.

- 4.2c) As part of the building risk review program all tall buildings in Staffordshire have been subject to a fire safety review. This involved fire safety teams visiting all tall buildings in Staffordshire to assess the safety of the building by undertaking a fire safety audit and a Provision of Risk Information System (PORIS) to ensure all fire safety systems were in place along with appropriate tactical and operational plans.

To date all tall buildings 51 in total have been visited and assessed with activity being recorded and provided as a return to central government. Work is now ongoing to visit buildings as part of the newly developed Risk Profiles which contain details of 1683 buildings in Staffordshire ranging from Care Homes, houses of multiple occupation, to hotels and hospitals. These visits will be taking the same format ensuring a fire safety audit is completed along with a PORIS.

- 4.2d) Since the tragic events of the Grenfell Tower fire on 14th June 2017, fire protection has been under the spotlight of Fire and Rescue Services nationally. This has led to a number of changes to how fire safety is delivered locally and across the country, and the qualifications of staff that are required to undertake the work. To support this the National Fire Chief Council produced the Competency Framework for Fire Safety Regulators which was

written to support Enforcing Authorities in this time of change. Future reforms are likely to include significant amendments to the regulatory framework following the Grenfell Tower tragedy in June 2017 and subsequent publication of the Independent Review of Building Regulations and Fire Safety - Building a Safer Future. In March 2021 the Government also published its response to the Fire Safety Consultation held from 20 July – 12 October 2020.

The report provided a summary of the responses received and set out the next steps the Government will take to strengthen fire safety for all regulated buildings which include a strengthening of the Regulatory Reform (Fire Safety) Order 2005, delivering new regulations with regards to the Grenfell Tower Inquiry Phase 1 recommendations and improving engagement between building control bodies and Fire and Rescue Services.

The revised Competency Framework assists Enforcing Authorities in demonstrating how they assure the competence of their fire safety staff and their commitment to invest in their people, thereby creating a more competent and professional service, increased consistency of regulation and greater reassurance of the professionalism of Fire Safety Regulators to business and members of the public alike.

Utilising the uplift grant provided to the Service via the Home Office the Service has procured training which will now be provided to our operational staff to ensure they are working in line with the Competency Framework when delivering a protection function within the built environment.

Initially operational Watch Managers will be invited to complete the Level 3 Certificate in Fire Safety, with the relevant courses provided to complete the qualification. The first Cohort of 16 watch managers will be starting the course on the 7th June 2021 with a further courses planned for the end of the year and the start of 2022.

- 4.2e) The Service has continued to support the C19 efforts around the County and on May 4th the joint Targeted Rapid Vaccination team was launched. The approach involves fire service vehicles and FRS personnel working alongside health colleagues within targeted locations throughout the County on an outreach mobile basis. This method will improve the equity of access to vaccines for all and will support our continued efforts across the country in achieving the next phases of the lifting of the C19 measures. It is clear that particularly in rural locations some community members are having difficulties accessing the designated vaccination centres, this outreach programme will seek to ensure that every community member has equal access and that any barriers to access are removed. The joint approach has seen large fruit farms with significant numbers of migrant workers people targeted for vaccinations along with a number of travelling communities. Since the start of this joint initiative over 300 vaccinations have been given and the expectation is that there will be a substantial increase in these numbers as more migrant

workers start work on farms around the county. The feedback we have had on our involvement has been really positive and the NHS have commented on the fact that our provision of coordination and logistics support has ensured this work took place. The next phase of this joint approach will involve fire service personnel being training to undertake the vaccinations and a look forward to the second vaccination and subsequent booster vaccinations along with the flu vaccination period later in the year.

The National Fire Chiefs Council has recently published the 'Making a difference report: How fire and rescue services supported communities during the COVID-19 pandemic' (appended item) in which the mobile vaccination work Staffordshire has supported is referenced.

4.3 Public Confidence

4.3a) In order to ensure improving outcomes for the communities of Stoke-on-Trent and Staffordshire key performance measures are reported on a quarterly basis and compared to the same quarter from the previous financial year.

- The Service attended 1812 incidents during Q4 20/21 compared to 1851 in Q4 19/20. This is a decrease of 39 across the quarter which represents a 2% decrease against the time period of 19/20.

Over the quarter the largest reduction has been in primary fires, and special service calls, notably flooding incidents, although there has been an increase in the number of secondary fires attended. Over the last five quarters the trend in respect of all incidents being attended is showing a slightly downward position.

- The Service attended 134 accidental dwelling fires in Q4 20/21 compared to 139 during Q4 19/20. Of these incidents 81 were classified as low severity and 53 as high severity, in comparison to 86 low and 53 high in Q3 19/20. The top causes of these fires remain the same as the previous quarter; cooking related and faulty equipment. Over the last 5 quarters the trend remains in a downward direction.
- During Q3 20/21 there were 6 injuries and 0 fatalities which occurred in accidental dwelling fires in comparison to 6 injuries and 0 fatalities during Q3 19/20. In one of these cases all but one of the individuals concerned fell within one or more of the SAME categories.
- During Q3 20/21 1307 safe and well visits were completed in comparison to 7001 in Q3 19/20. Due to the C19 pandemic revised prevention arrangements were established resulting in safe and well visits been stopped with the exception of where an immediate risk to life was identified.

The Service risk stratifies the county and then at household level determines the actual stratification level the household falls into, gold, silver or bronze. This approach ensures the most vulnerable are targeted and receive a bespoke visit from a crew, technician or volunteer.

Since the commencement of the first lockdown in March 2020 safe and well physical visits have been conducted where there is a threat to life from fire. The Service approach includes telephone audits, the issuing of equipment and advice for people to install themselves and where necessary a physical visit through our prevention team. The Service continues to refer to partners where it is appropriate and during this quarter 47 referrals were made.

- The Service attended 27 accidental business fires in Q4 20/21 in comparison to 33 in Q4 19/20. The top cause of this type of incident is faulty equipment and over the last 5 quarters the trend for this type of incident is in a downward position.
- The Service attended 113 RTC's during Q4 20/21 in comparison to 152 during Q4 19/20. The Service does not attend all RTC's that occur across the county therefore this figure does not represent the totality of RTC's experienced across Stoke-on-Trent and Staffordshire. Of these incidents crews assisted with the removal of persons from vehicles on 22 occasions, whilst on 66 occasion's crews made either the vehicle or the area safe.
- The Service attended 350 automatic fire alarm signals classed as unwanted fire signals during Q4 20/21 in comparison to 321 attended during Q4 19/20. The Service introduced a revised automatic fire alarm policy which defines the methodology the Service adopts when in receipt of these types of calls. Fire Control utilise a call challenge process for automatic fire alarms and during this quarter a further 484 calls were not attended as they were screened out by the process of call challenge. Over the last 5 quarters the trend for this type of incident is in a downward direction and the top 3 types of premise being attended are residential in nature.

4.4 Service Reform

4.4a) The Service has continued to make significant progress against the recommendations made in the Grenfell Tower Inquiry Phase 1 report. 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.

Report Title	Recommendations	Comments	Progress
<p>Grenfell Tower Inquiry Phase 1 October 2019 Chapter 33</p>	<p>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;</p>	<p>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 in regard to High Rise building risk from a fire safety point of view</p>	<p>NA</p>
	<p>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.</p>	<p>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 been utilised to test this</p>	<p>Completed</p>
	<p>That the LFB review, and revise as appropriate, Appendix 1 to PN633 to ensure that it fully reflects the principles in GRA 3.2;</p>	<p>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 document on Tall Buildings has been produced</p>	<p>Completed</p>
	<p>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.</p>	<p>Relevant aspects of training have been covered in BA module 1, core skills, Incident Command assessments and watch based training on evacuation</p>	<p>Completed</p>
	<p>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;</p>	<p>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</p>	<p>NA</p>

		duties under the RRO 2005 and the expectations of the new Fire Safety Bill 2021	
	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	As above. PIB's are inspected as part of our audit and inspection programme to ensure that they are relevant	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. This work will be reviewed as part of a deeper review of our command support process 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 inspections to their local fire and rescue service at monthly intervals;	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
	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	A full programme of training has been delivered to Fire Control Operators covering	Completed

	to Control Room Operators at all levels, including supervisors;	Major Incidents, interoperability, command support and incident communication and fire survival guidance	
	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	Completed
	That electronic systems be developed to record FSG information in the control room and display it simultaneously at the bridgehead and in any command units;	Although there is a method of utilising the FSG information and recording it at the incident and within Control. More work is being done to explore an appropriate electronic system which can make this slicker.	On Track
	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.	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	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 fallback 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	As above	On Track

	integrated system of recording FSG information and the results of deployments.		
	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.	Command support is working but a fuller review will take place to 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	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 then again and following a fire at a building in Lichfield in November 2020	NA

	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 ordered in November 2020 to go onto all operational appliance with a small stock in reserve to cater for specific risks. These arrived in Service mid-April and went live mid-May.	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 at a building in Lichfield in November 2020	NA
	That the owner and manager of every residential building	All local Responsible Persons and owners of High	Completed

	<p>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.</p>	<p>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.</p>	
	<p>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.</p>	<p>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</p>	NA
	<p>That each emergency service must communicate the declaration of a Major Incident to all other Category 1 Responders as soon as possible;</p>	<p>Training undertaken within SFRS and Fire Control. The JESIP Doctrine has been revised in 2021</p>	Completed
	<p>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;</p>	<p>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</p>	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 led by the police and local authorities - with support from the CCU	NA

4.4b) Following a successful recruitment campaign in late 2020, 18 Trainee firefighters commenced the first of three planned trainee Firefighter courses to be held in 2021-22. The expectation overall is that 50 trainees will undergo initial training based at Learning & Development initially and progress through to complete the Operational Firefighter Apprenticeship program within 24 months based at stations across the county.

This course was the first whole-time course planned and delivered since the start of the C19 pandemic and as such presented the service with a unique challenge and organisational risk in that the potential for the pandemic to disrupt the course and affect trainees and Learning & Development staff and affect the outcomes of the corporate safety plan was significant without a range of additional measures that were put in place to ensure the risk was minimised

and the course took place with C19 security and workplace compliance at the heart of the program. This means that a number of non-safety critical elements will be taught once they are in the workplace.

As part of the recruitment process two additional competent firefighters from the on call retained establishment were successful in their applications and were posted to Leek Fire Station to commence their on station development in readiness to work towards their apprenticeship. This will result in 52 planned apprenticeships. This decision was made as a direct result of the pre-planning for the course to support the management of C19 compliance and space requirements.

A number of trainees were supported individually throughout the course to ensure that they had access to specific resources identified as necessary to assist them for the duration of the course and beyond.

The trainees took part in their passing out ceremony in April, which was restricted in numbers and therefore impacted as the usual family involvement could not be safely supported. (It is intended to host a special event later in 2021). The ceremony involved the presentation by the Chief Fire Officer of certificates and by the Director of Response, awards for overall performance (the silver axe), breathing apparatus procedures and rescue techniques awards. Following the end of course debrief on the 21st April the new Apprentice Firefighters took up their postings after a short period of leave.

Crewing during the months of July and August were particularly challenging to the Service due to the impact of C19, which delayed the two whole-time recruit's courses starting. To mitigate against this impact the Service conducted a whole-time transfer process which was open to competent whole-time firefighters from other Services and to competent on-call firefighters serving in Staffordshire. There were over 100 applicants and the Service will be offering a minimum of 10 individual's places and creating a pool of reserves to draw upon as required over the coming 12 months.

- 4.4c) The Service has introduced a high potential development scheme which is designed to support employees who demonstrate the potential to perform in senior roles in the future. Following completion of a promotion assessment centre, or by directly applying, individuals recognised as having the very best potential have been invited to undertake the High Potential Development Experience.

The experience starts with a period of guided reflection for each candidate which will lead to creating a pathway of development opportunities which can be accessed over the next 18 to 24 months. The National Fire Chiefs Council leadership framework and four leadership levels is being used to assess an individual's needs and create their individual development pathway.

As part of the programme all candidates will undertake a gap analysis in order to map out their individual development opportunities. This is achieved through the use of professional discussion, an external coach, and the various profiling tools. The experience aims to support individuals with the potential to progress in maximising their full potential.

The opportunities identified or created consist of a blended approach of academic, technical, practical and experiential experiences. These may include:

- 360° developmental feedback,
- guided research,
- Participation in an action learning set,
- Project or assignment work,
- Academic courses
- Secondment opportunities
- Observation and role shadowing opportunities
- Cross sector networking

All the candidates in the current cohort submitted an application which was assessed based on their self-awareness and self-identified needs. These are then further explored through professional discussions and guided reflective practice.

There are 35 people, who through the programme are being supported to develop their self-awareness and understanding of leadership styles. The 35 people are from all areas of the organisation, green and grey book, full time and part time, and all levels. The 35 have been divided into 3 cohorts:

- Current GM's aspiring for strategic roles – these people are being given a series of workshops and opportunities to develop and improve their understanding of their own strengths and values. Their pathways and development needs are being addressed through one to one mentoring with the Directors and the appraisal process.
- A further 11 people are being offered tools to help identify their own styles of leadership and development needs. This is consisting of access to an external coach, a professional discussion to explore their strengths and a series of workshops to expose them to a range of topics including leadership, politics, and national fire service development. They are developing an action learning set and being provided with opportunities to participate in activities which will help develop their leadership.
- The remaining candidates are being given access to online profiling tools with personal feedback, and a workshop to discuss their own

development. Following this they are being encouraged to map out their own opportunities and pathways.

- 4.4d) The Service has been developing a set of culture workshops commenced in May and will form part of series of pieces of work that will support the Service's cultural journey. These events will see all staff members attending a session and will allow the Service to fully understand how we are doing in terms of "what the culture feels like" on a day to day basis. The sessions will allow the organisation to explore some difficult to discuss subject areas such as racism, sexism, bullying, and personal responsibility.

The Service has also developed a zero tolerance statement (yet to be published) that has been agreed with all representative bodies which clearly states the Service position on unacceptable and inappropriate behaviours and information about how these behaviours will be dealt with by the Service.

In order to support the zero tolerance statement the Service is embedding a new product into our reporting mechanisms that provides a confidential way in which individuals can raise issues, concerns, ideas, etc. where they do not fit within the current established mechanisms such as the grievance procedure.

This will allow conversations regarding any manner of subjects to be raised with the Service and will provide a clearly easy to use approach that will hopefully reinforce the Service's commitment to giving everyone a voice within the Service. The "SAY SO" product, provided by an independent third party, will support employee voice and complement the Service's cultural development over the short and long term.

Conclusion

The Police, Fire and Crime Panel will continue to receive updates in line with their proposed work plan for the coming year and as requested.

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