

**Status of Report:**                      **Public**                      **Agenda Item:**                      **10**

**Meeting:**            **Corporate Governance Committee**

**Date:**                **15<sup>th</sup> March 2017**

**Subject:**            **Service Development Programme Update**

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**For:**                 **Discussion**

## **1. Purpose**

- 1.1 The purpose of this report is to inform the Corporate Governance Committee about progress being made in the delivery of the Service Development Programme.
- 1.2 The information provided within this report covers all project developments in the period since November 2016.

## **2. Recommendations**

The Corporate Governance Committee is asked to note the content of this report.

## **3. Executive Summary**

Progress is reported in respect of 20 projects that are currently in various stages of development or implementation.

## **4. Report Detail**

This section provides members with a summarised update on the status of the projects being undertaken within Leicestershire Fire and Rescue Service.

### **Projects**

#### **4.1. New Fire and Rescue Station in Castle Donington area**

The construction work on the new station has been successfully completed.

The project completion date has been extended until April 2017 to accommodate the installation of an on-site hydrant.

Collaboration discussions have taken place with the East Midlands Ambulance Service (EMAS) who still wish to utilise space at the new station. A lease

agreement will need to be agreed prior to their occupation.

#### 4.2. **Control and Mobilisation Improvement Project**

LFRS successfully implemented the new Systel mobilising system on 18 August 2015.

A new project manager has been assigned to the project with two main responsibilities; firstly to oversee the network segregation assessment work, and secondly to re-evaluate the whole Control project and establish a realistic and achievable way forward.

Following the re-evaluation of the project, an exception report will be submitted to Senior Management Team which will detail the planned approach and the revised timescales.

#### 4.3. **SharePoint Infrastructure Architecture and Taxonomy Project**

The project will analyse the information stored within SharePoint and implement an improved and more efficient information architecture.

The implementation of the improved information architecture was due to be completed for all departments in the original project scope by the end of December 2016; however this date was not be achieved. An exception report was approved by January 2017 Group Manager Team (GMT), removing the Human Resources files from the scope of the project and revising the completion date until the end of February 2017.

#### 4.4. **Wigston Redevelopment Project**

This project will redevelop Wigston Fire and Rescue Station in preparation for the introduction of the Day Crewing Plus (DCP) duty system.

An independent external supplier has completed a feasibility study to inform on the most suitable internal station design; these designs are being reviewed by the station personnel and will be agreed by the project board.

Accurate estimates for the time and cost to convert a local commercial property into temporary DCP accommodation have also been received, with the project budget and PID being adjusted accordingly.

A planning application has been submitted for the temporary DCP accommodation alterations, and a decision is expected by 27 March 2017. Following approval, work will commence on the build, which is hoped to be completed by the end of June 2017 when the temporary DCP crewing arrangements can commence.

#### 4.5. **Equality Framework 'Journey to Excellence' Project**

The project will undertake the tasks required to achieve the 'Excellent' level of the Fire and Rescue Service Equality Framework.

Delivery of the agreed action plan is well underway. Additional equality and diversity training has been provided and the process for capturing equalities data at community events has been agreed and is being undertaken.

ICT are creating a 'data warehouse' for equality information captured from these events combined with automated feeds of census data etc. This will allow self-

service data interrogation providing the ability to undertake targeted approaches within Districts.

Outreach plans have also been reviewed to inform the Positive Action recruitment planned for 2017.

Stage 2 of the project was successfully completed at the end of December 2016; an end stage report was approved by January 2017 SMT which included a request for additional funding for extra analysis and training activities. Achievement of the overall excellence level is expected by March 2018.

#### **4.6. IRMP Delivery Project**

This project will implement the changes required to deliver the IRMP proposals agreed at the CFA meetings in February 2015 and 2016.

The selection process for the day crewing duty system at Market Harborough is complete and all successful applicants have been informed. Day Crewing at Market Harborough commenced on 28 September 2016.

Removal of the second appliance at Loughborough is being aligned to the availability and introduction of the prototype TRV.

Day crewing at Lutterworth Station is dependent on a grey book day crewing duty system being approved. An estimated live date will be provided following discussions with representative bodies at the Staff Consultation Forum.

#### **4.7. Coalville Extension Project**

The project will create a hub for all 3 emergency services at Coalville Fire and Rescue Station.

The contractor has been appointed and has confirmed that it will take approximately 10 months to complete the project, 25 weeks of which is the actual construction phase which will start on 27 March 2017. The extension is currently expected to be completed on 18 September 2017.

#### **4.8. TRV Procurement Project**

The project will introduce 5 new Tactical Response Vehicles (TRVs) into Leicestershire Fire and Rescue Service.

The 5 Iveco long wheel based vans have been ordered, with the first delivered in November 2016. Emergency One are working closely with our Appliances and Equipment team to design and create the prototype for the first vehicle.

Delays have been experienced due to a sub-contractor having difficulty installing the Power Take Off (PTO) in the prototype; this resulted in the vehicle not being available for the actual build work until 16 January 2016.

An exception report was approved by January 2017 GMT revising the prototype delivery until the end of March 2017 and the remaining 4 vehicles until the end of August 2017.

#### **4.9. Urban Search and Rescue (USAR) Training Rig Project**

The project will introduce an urban search and rescue training facility into Leicestershire Fire and Rescue Service.

In July 2016 SMT agreed that the preferred location for the USAR Rig should be Southern Fire and Rescue Station. Work has been completed to determine the most appropriate building design for the chosen location. The recommendation was approved along with the end stage report at December 2016 GMT.

A planning application will now be submitted and a tender exercise undertaken to select the contractors for the build which is planned to be completed by the end of June 2017.

#### 4.10. **Braunstone Blues Project**

This is a multi-agency partnership project that is aimed towards reducing public service demand within the Braunstone Park area of Leicester. The project funding has been approved by the PCC.

Team members are involved in a number of demand reduction activities including health safe and secure visits, safe secure and wellbeing events and local safety campaigns.

Agreement has been obtained to extend the initiative by implementing a pop-up solution in the Highfields area of the City. This commenced on 6 February and will run until 31 May 2017.

The initial stage of the innovative capability approach towards embedding a citizen's academy within Braunstone commenced in January 2017 with an initial site visit by the approach provider.

#### 4.11. **Hydraulic Rescue Equipment Procurement Project**

The project will provide LFRS with lithium powered hydraulic rescue equipment as a direct replacement for the extant pump powered equipment that has been in service for 10 years.

Thirteen sets of equipment have been delivered which were operationally available at the end of October 2016.

Following approval of an exception report by January 2017 GMT the project will be extended to include the procurement of the remaining units which were originally planned for 2018/19. The 2017/18 capital budget has been adjusted accordingly to allow procurement during the early part of the financial year.

All units are expected to be operational by September 2017.

#### 4.12. **Emergency Services Network Project**

The project will implement the local elements of the national Emergency Services Mobile Communications Programme.

The ICT health check has been completed. Following agreement of the final specification (ESN/PSN), implementation of the required enhancements will be captured and delivered via the Remedial Action Plan (RAP).

Preparatory work in relation to coverage continues with areas of potential concern highlighted ready for testing towards the end of March 2017.

A new project manager has been recruited and commenced employment on 27 February 2017.

The regional programme board has recently reviewed the programme plan and

has formally advised of a change to the transition date. Emergency services will be able to begin transition to ESN in mid-2018 which is a change from the original date of December 2017.

**4.13. Entonox on Appliances Project**

A project to introduce a supply of Entonox on 4 appliances as a trial followed by a potential full service roll out.

The trial commenced in August 2016 and will run for 12 months. A mid-trial progress review was undertaken during November 2016.

During the first 5 months the facility has been used on 10 occasions.

**4.14. Additional Water Rescue Capability (Market Harborough) Project**

A project to introduce third water rescue capability into LFRS in response to increased demand as a consequence of more frequent flooding events.

The additional capability is based on that introduced at Castle Donington and is due to be operational at the end of February 2017.

The project will be closed following approval of a project closure report.

**4.15. Market Harborough Adaptation Project**

A project to adapt Market Harborough Fire and Rescue Station to allow for the full integration of the Day Crewing duty system.

The original implementation date has been revised slightly with the tender process for the construction work being completed at the end of January 2017. Charles Henry have been selected as the successful contractor for the work.

The building work will commence on 6 March 2017 and is expected to take approximately 6 weeks; due for completion by the middle of April 2017.

**4.16. Lutterworth Adaptation Project**

A project to adapt Lutterworth Fire and Rescue Station to allow for the commencement of the Day Crewing duty system.

A planning application has been approved for a single story extension with a pitched roof.

The original implementation date has been affected by late changes to the original requirements. These changes have resulted in a second planning application for a two storey extension being submitted.

Formal confirmation of any EMAS co-location is still required along with details of their requirements.

The redesign work and second planning application submission will have an impact of the expected building completion date of the end of June 2017; however a revised date cannot be confirmed until the final specification is known.

**4.17. Celebrate Safely Campaign Project**

A joint partnership campaign delivering safety messages through community engagement.

Delivery of the community engagement events and initiatives was completed at the end of December 2016.

A project evaluation meeting took place at the end of January 2017.

The project will be closed on receipt of the final invoices and approval of the project closure report.

#### 4.18. **IPT/UC Extension Project**

A project to extend our existing IP Telephony solution to all remote sites and extend Unified Communications tools availability to employees who need them.

The PID was approved by January 2017 GMT.

A scope of requirements was issued but has subsequently been withdrawn as the technical solution is being reviewed. An exception report detailing the revised requirements and timescales will be submitted to April 2017 GMT.

The planned installation date of the end of August 2017 is therefore under review.

#### 4.19. **Performance Development Review Project**

The project will implement a new LMS (Learning Management System) and PDR (Performance Development Records) solution.

The PID was approved by January 2017 SMT.

Work has commenced on the stage 1 deliverables; process mapping, the capturing of user requirements, market research and understanding the software specifications and system capabilities.

Stage 1 is due to be completed by the end of August 2017.

#### 4.20. **Fleet Replacement Project 2017/18**

The project will replace the identified units of fleet following the CFA approval of the Fleet Review 2016.

The PID was approved by February 2017 GMT.

Stage 1, the establishment of user requirements for the specific vehicles is due to be completed by the end of August 2017.

### 5. **Report Implications / Impact**

#### 5.1. ***Legal (including crime and disorder)***

Legal issues are dealt with within each project. There are no items for Corporate Governance Committee's attention.

#### 5.2. ***Financial (including value for money, benefits and efficiencies)***

Financial issues are dealt with within each project. There are no items for Corporate Governance Committee's attention.

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

Each project has its own risk register. Highlighted in the following paragraphs are risks and issues of significance.

None.

5.4. ***Staff, Service Users and Stakeholders (including the Equality Impact Assessment)***

None.

5.5. ***Environmental***

None.

5.6. ***Impact upon Our Plan Objectives***

These projects are designed to assist the CFA in meeting all of the objectives.

6. **Background Papers**

None.

7. **Appendices**

None.