

Meeting: Combined Fire Authority

Date: 14th December 2016

Subject: Achievement of Corporate and IRMP Objectives: Progress Update

Report by: The Chief Fire and Rescue Officer

Author: The Chief Fire and Rescue Officer

For: Decision

1. Purpose

The purpose of this report is to provide the Combined Fire Authority (CFA) with an update in respect of the progress that has been made towards achieving the corporate and integrated risk management planning objectives as set out in the combined plan - Towards 2020.

2. Recommendations

The CFA is asked to note this update report.

3. Executive Summary

- 3.1. The combined corporate and integrated risk management plan was published in June 2016 following CFA approval of all planning objectives at its meeting in February 2016.
- 3.2. Progress towards achieving the objectives since publication is currently ahead of expectation and this ensures that the medium term financial strategy remains on course.

4. Report Detail

- 4.1. For the first time ever, the CFA published a combined corporate and integrated risk management plan in June 2016. The combination of the plans ensures that all key service development objectives are contained in a single document and it also allows for higher levels of assurance and transparency to be achieved.
- 4.2. This update report sets out the progress that has been made to date towards achieving the objectives that have been identified for completion in this financial year.
- 4.3. **Review of Management Arrangements** (corporate objective)

There has been a slight delay in producing the final report associated with the review of management arrangements. The delay has been caused as a consequence of the following reasons:

1. The requirement to incorporate into the final report the outcomes and recommendations of the independent review of the procurement function that has been completed on behalf of the CFA by Leicestershire Police; and,
2. The requirement to incorporate into the final report the outcomes and recommendations of the independent review of the finance function that is being completed on behalf of the CFA by Leicester City Council.

In respect of these two items, the procurement review has now been completed by the Police and the Senior Management Team (SMT) has considered the recommendations. The options in terms of future arrangements are now being finalised.

The review of finance will report at the end of December 2016 and SMT will then again consider the recommendations and options.

Given the status of the procurement and finance reviews, the final report outlining the findings and recommendations of the review of management arrangements will now be presented to the CFA in February 2017.

Notwithstanding the slight slippage in timescales, a number of 'quick wins' have already been implemented in accordance with the CFA's instructions and these changes have been focused on improving the efficiency and stability of the organisation. A revised senior management structure (see appendix 1) was introduced as of 1st September 2016 in order to:

- Better align functions and departments and improve efficiency;
- Reduce the number of senior management positions;
- Increase accountability through the removal of temporary promotion arrangements; and,
- Reduce the overall costs of the senior management function.

The new management structure arrangements will contribute a saving of approximately £170K per annum and will be subject to ongoing review.

Following on from the review of the structure and reduction of senior management positions in that structure, a further review of the management support arrangements has also been completed. As a consequence of completing this review it has been identified that a number of administrative support posts can be permanently removed from the establishment and this will yield further annual savings equating to approximately £70K per annum.

To date, the review has identified savings equating to approximately £240K per annum.

4.4. **Review of Fleet** (corporate objective)

The review of fleet has now been completed and is the subject of a separate report on the CFA agenda.

4.5. **Review of Estate** (corporate objective)

The review of the estate is on track for completion in March/April 2017. The final report, including recommendations will be presented to the CFA at its meeting in

June 2017.

The estates review is being managed in three distinct phases and subject matter experts have been appointed to undertake the necessary work required for each phase. The three phases are:

- The completion of conditions surveys for all buildings that will identify a 10 year programme of planned and essential maintenance;
- The completion of a survey that will concentrate on how well existing spaces are utilised and that will identify options to improve efficiency in the way we use and occupy buildings; and,
- The completion of a review of facility arrangements incorporating all services to identify options to reduce the cost of maintaining, cleaning and running buildings.

By way of an update relating to the conditions survey phase, the appointed contractor is Gleeds who are a well-known industry specialist with offices within the East Midlands. The survey work has been split into 3 areas; building condition, mechanical engineering and below surface infrastructure. This work is ongoing and is likely to conclude in early December.

In respect of how well space is being used and managed, three companies will provide an overall opinion including recommendations. The companies that will undertake the work are Gleeds, Bishop Consultancy and Turner and Townsend. This phase of the review will conclude by February/March 2017.

Finally, the review of facility arrangements is being undertaken by Turner & Townsend who are a company that specialises in facilities management. They will be looking at the contract, specification, suitability and value for money considerations. The results and outcomes that they emerge will be benchmarked within the sector.

4.6. **Tactical Response Vehicles** (IRMP objective)

The vehicle specifications and procurement arrangements for the new Tactical Response Vehicles (TRV) have been finalised and the first unit has now entered the 'build' phase. It is anticipated that all staff who will be required to use the new vehicles in an operational capacity will be fully trained by April 2017. However, as a consequence of longer than expected timescales for the delivery of the five vehicle chassis', it is highly likely that full activation at all relevant fire and rescue stations will be delayed to May 2017. All effort will be afforded to minimise further slippage to the deployment dates.

4.7. **Upgrade Market Harborough Fire and Rescue Station** (IRMP objective)

Market Harborough fire station was upgraded to wholetime duty system status on 28 September 2016. The outstanding building works are in the process of being finalised and should be completed by April 2017 subject to the appointment of an approved contractor.

4.8. **Upgrade Lutterworth Fire and Rescue Station** (IRMP objective)

The upgrade of Lutterworth fire and rescue station to wholetime duty system status is scheduled to take place by April 2017. The planning application in

support of the essential building works to accommodate the new duty system arrangements has been approved by Harborough District Council. A contractor to complete the works will be appointed in the near future and it is hoped that everything will be in place to meet the target timescales.

4.9. Change of Duty System at Wigston Fire and Rescue Station (IRMP objective)

In order to accommodate the change of duty system from Wholetime Shift to Day Crewing Plus that has been agreed for Wigston fire and rescue station, a number of modifications to the building infra-structure arrangements will have to be completed. A target completion date has been set at April 2018. Notwithstanding this, options to achieve the infra-structure requirements are now being considered by the project team with a view to accelerating the project timescales so that completion can be achieved much earlier than expected. A further update will be provided to the February meeting of the CFA.

4.10. Revised Operational Target Establishment Level (IRMP objective)

In February 2016 the CFA agreed a revised operational establishment target of 334. At that time, it was anticipated that the target would not be achieved until 2018/19 at the earliest. However, as a consequence of the success of the operational reduction strategy i.e. secondments, job share, voluntary redundancy etc; it is now anticipated that the target figure will be achieved in 2017/18. Plans are now being developed to recruit operational staff during 2017/18 taking account of the need to ensure that diversity priorities are fully incorporated.

5. Report Implications / Impact

5.1. *Legal (including crime and disorder)*

All relevant legal and good practice duties are incorporated into the project delivery plans for corporate and integrated risk management objectives.

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

The delivery of the corporate and integrated risk management objectives are essential if the CFA is to maintain compliance with the financial expectations as set out in its Budget Strategy. The target savings set out in the budget strategy for corporate objectives is £350K by 2020. It can be confirmed that the level of savings and timescales to achieve them are currently ahead of schedule.

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

The most significant risk the CFA faces is financial through not achieving implementation of the corporate and integrated risk management objectives within the timescales agreed. At this time, the delivery timescales are all on track and the risk is therefore minimal.

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

Full consultation was undertaken prior to the CFA agreeing the corporate and integrated risk management objectives. Staff and elected members will be regularly updated on achievement progress.

5.5. ***Environmental***

None identified.

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

The delivery of the corporate and integrated risk management objectives is key to the achievement of planning priorities.

6. **Background Papers**

None

7. **Appendices**

Senior Management Structure – September 2016.