## **LEICESTERSHIRE**

## FIRE and RESCUE SERVICE

Status of Report: Public Agenda Item: 6

Meeting: Overview and Scrutiny Committee

Date: 18<sup>th</sup> March 2015

Subject: Key Projects Report

Report by: The Chief Fire and Rescue Officer

Author: Richard Chandler (Deputy Chief Fire and Rescue Officer and

**Director of Organisational Development)** 

For: Information Only

#### 1. Purpose

This report informs the Overview and Scrutiny Committee of progress being made in the implementation of the projects detailed in 'Our Plan' 2013/16. The information provided covers any project developments in the period since the Overview and Scrutiny Committee meeting on 28<sup>th</sup> January 2015.

#### 2. Executive Summary

Progress is reported in respect of 9 projects that are currently in various stages of development or implementation.

#### 3. Report Detail

#### **Current Status of Projects**

3.1 **Organisational Change Project** - The Integrated Risk Management Plan (IRMP) consultation ran from October until the end of December 2014. Members discussed the proposals within the consultation document at the Combined Fire Authority (CFA) meeting on 11<sup>th</sup> February 2015. The following decisions were made:

#### Remove one fire engine (On Call) from Oakham Fire & Rescue Station

The CFA did not make a decision on this proposal. The CFA decided to defer a decision until their next meeting on 8<sup>th</sup> April 2015. This was to allow clarity to be obtained on the proposed funding offer from Rutland County Council (RCC).

#### Make 4 the standard crewing level across the Service

The CFA deferred a decision until its next meeting on 8<sup>th</sup> April 2015.

#### Discontinue the Resilience Team

The CFA agreed with this proposal and as such work will commence immediately.

## Change from the current duty system to Day Crewing Plus at Wigston Fire & Rescue Station

The CFA agreed with this proposal and as such work will commence immediately.

#### Remove one fire engine from the City area

The CFA agreed with this proposal.

#### Remove one fire engine from Loughborough Fire & Rescue Station

After significant discussion and debate the CFA have decided that this proposal will not be supported and so will not take place.

#### Increase in Council Tax to a level requiring a referendum

The CFA rejected this proposal. There will not be a referendum.

The outcomes of the Support Staff Review are nearing completion. Individual consultations have taken place with those individuals whose posts were identified as being 'at risk', redeployment opportunities, where suitable, are being finalised.

- 3.2 **Birstall Headquarters and Fire and Rescue Station** The Headquarters building and the new station were occupied in April 2013. The old Headquarters and Syston Station have both now been sold and the capital receipts received. The project will be formally closed on receipt of the final invoices, completion of the outstanding defects and following approval of a project closure report. All defects are on schedule to be resolved by the end of February 2015.
- 3.3 New Facilities in the Castle Donington area This project will implement a new fire and rescue station in the Castle Donington area. Procurement of an industrial unit close to East Midlands Airport for the purpose of implementing a Day Crewing Plus (DCP) duty system has been successfully completed. Designs for the final building refurbishment have been created in conjunction with operational management. Installation of the temporary accommodation is complete and the crews commenced full DCP operational duties from 12<sup>th</sup> August 2014. Planning permission and a license from the Manchester Airport Group have now been received, construction work commenced on 5<sup>th</sup> January 2015. Collaboration discussions have taken place with the East Midlands Ambulance Service (EMAS) regarding them utilising space at the new station.
- 3.4 **Control and Mobilisation Improvement Project** this project will complete the enabling works required to implement the new tri-service provided mobilising system. In advance of the new mobilising system Control staff have been relocated from the old Headquarters to the refurbished 2<sup>nd</sup> Floor of Southern station. The implementation of the new mobilising system was planned for 10<sup>th</sup> December 2014. However, this date has not been achieved. The training and implementation will re-commence once a fully tested stable system is provided.
- 3.5 Aerial Ladder Platform Replacement Project a decision was made to purchase one Scania based three axle Angloco Bronto 32RLER Aerial Ladder Platform (ALP). The finished product should have been delivered at the end of January 2015. However, this has been delayed by approximately 2 months due to the late delivery of one element by a third party supplier. Following delivery, internal

- training and stowage solutions will then need to be completed prior to the ALP being operationally available. This is now planned for the end of August 2015.
- 3.6 **Premises Information Improvement Project** The project plans to introduce improved business processes and deliver the vision of a single portal for access to all premises, location and risk information. The Open Wings upgrade took place on 9<sup>th</sup> October 2014. Home Fire Safety Check process improvements are being progressed and are scheduled to be completed by the end of quarter one 2015. The GMS to CFRMIS integration work was delivered for testing on 26<sup>th</sup> January 2015. Further development work was required by Civica which is due for completion by the end of February. Full implementation is expected by the end of March. The CFRMIS web implementation is scheduled for 4<sup>th</sup> March 2015. The single portal feasibility report will be presented at the end of March 2015.
- 3.7 SharePoint Infrastructure Architecture and Taxonomy Project The project analysed the information stored within SharePoint and developed a proposal to implement an improved and more efficient information architecture. The discovery phase was completed at the end of January 2015. The implementation proposals paper was presented to the Senior Management Team (SMT) in February 2015 where agreement was gained to obtain additional quotations from two further suppliers in relation to a joint implementation with a supplier and a sole supplier implementation. A final decision will be made following analysis of those quotations.
- 3.8 **Green Car Salary Sacrifice Scheme Project** The project will implement a car salary sacrifice scheme by August 2015. The supplier selection process is currently underway and is due for completion by the end of April.
- 3.9 **WAN Replacement Project** This project will upgrade the Wide Area Network (WAN) throughout the estate. The Project Initiation Document (PID) was approved by SMT in December 2014. Virgin Media have been selected to undertake the implementation. The contract has been signed and the preparatory work is underway. The implementation is due to commence in February and be completed by June 2015.

#### Major Changes on Project Deliverables

3.10 None.

#### **Project Summaries**

- 3.11 **Appendices 1 to 9** provide a summary of each project.
- 4. Report Implications / Impact
- 4.1 Legal (including crime and disorder)

Legal issues are dealt with within each project.

4.2 Financial (including value for money, benefits and efficiencies)

Financial issues are dealt with within each project.

# 4.3 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 any risks and issues of significance which are appropriate to bring to the Committee's attention.

**Control and Mobilisation Improvement Project** – There is an issue that the revised implementation date of 10<sup>th</sup> December 2014, for the introduction of the new mobilising system from Systel was not achieved. The Service Lead is liaising with the Tri-Service Project to establish the impact and agree a revised date.

## 4.4 Staff, Service Users and Stakeholders (including the Equality Impact Assessment)

None.

#### 4.5 Environmental

In all of its construction projects the CFA is aiming for a BREEAM rating of 'very good'. Ecological studies are required to be undertaken as part of the planning process and due regard is given to the protection of wildlife and habitats.

#### 4.6 Impact upon Our Plan Objectives

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

#### 5. Recommendations

The Overview and Scrutiny Committee is asked to note the report.

#### 6. Background Papers

None.

#### 7. Appendices

- 1. Organisational Change Project
- 2. Birstall HQ and Fire Station
- 3. Castle Donington Development Project
- 4. Control and Mobilisation Improvement Project
- 5. Aerial Ladder Platform Replacement Project
- 6. Premises Information Improvement Project
- 7. SharePoint IA and Taxonomy Project

- 8. Green Car Salary Sacrifice Scheme Project
- 9. WAN Replacement Project

Project		Org	anisational Cha	ange Project				Current RAG	Green	Previous RAG	Green	
Project Objective		lly deliver the ider e Fire and Rescue								Report Number	009	
Project Start Date	March 2014	Forecas	st End	TBC	Proj Spon		Richard	Chandler	nandler Project Richard Hall Manager			
	Due	Current RAG status	Previous RAG status		Milesto	nes		Comments				
	Feb 2014	Completed	Completed	Project Identi	ification			Milestone completed.				
	Sep 2014	Completed	Completed	Project Plann	ning			Milestone completed.				
Major Milestones (where a specific date isn't stated end	March 2015	Green	Green	Project Delive Management Support Staff efficiencies, I	t Plan (IRI f Review,	MP) Con Financia	sultation, I	Note: to be updated following decisions by the Combined Fire Authority (CFA) in April 2015.				
of the month is assumed)	March 2016	Green	Green	Project Delivery – Resilience Team, Day Crewing Plus (DCP) Wigston, Ridership, Project Delivery – City Appliance								
	March 2017	Green	Green	Project Deliv	ery – City	Appliand	е					
	March 2018	Green	Green	Project Delivery – Phase 4				Note: add	itional phas	es may need to b	e added.	
	TBC	Green	Green	Project Closure								
		Planned	Costs	£457,820		Planr	ed Costs	£		Planned Costs	£	
Total	2014/15	Actual		£448,590	2015/16		al Costs	£	2016/17	Actual Costs	£	
Planned	2014/10	Planned I		£348,373	2010/10		d Benefits	£		Planned Benefit		
Benefits £0		Actual B		£350,518			I Benefits	£		Actual Benefits		
20	Notes	although only £3 The 2014/15 Re	0,770 was used vised Estimate a	I. August 2014 agreed by the (	Policy Co CFA in De	mmittee cember	agreed a vi 2014 include	rement of £2	63,218 to the	tering staff redundate general reserve. For the estimated v		
Current Status	<ul> <li>redundancy and pension costs following the Support Staff Review.</li> <li>The IRMP proposals were approved for consultation and the support staff review proposals were approved for implementation by the CFA on the 25<sup>th</sup> September 2014.</li> <li>The IRMP consultation was open from October to the end of December 2014 and was supported by Opinion Research Services (ORS).</li> <li>The proposals were discussed by the CFA on 11<sup>th</sup> February 2015. They approved the removal of the Resilience Team, removal of a City appliance and DCP at Wigston. Decisions were deferred on removing Oakham's Retained Duty System (RDS) and reducing ridership to four (4) until 8<sup>th</sup> April 2015. The proposal to remove the second appliance from Loughborough was rejected.</li> </ul>											

Project	Birstall HQ	and Fire Stat	ion Developr	nent Proj		Project Number	C2011_01	Current RAG	t Gree	en	Previous RAG	Green		
Project Objective	Design and b	ouild of a new	Headquarters	and Fire	Station at	Birstall as ide	entified in the	IRMP			Report Number	037		
Project Start Date	June 2011	Forec	ast End	Febru 201		Project xecutive	Trevo	Trevor Peel Proj			Guy Goodman			
	Due	Current RAG status	Previous RAG status		Milesto	ones			Com	ments				
Major	Jan 2012	Completed	Completed	pre-bu		·	Stage con	Stage completed.						
Milestones (where a specific	April 2013	Completed	Completed		Stage 2 – and move	Complete	Stage con	Stage completed.						
date isn't stated end of the month is assumed)	Dec 2013	Completed	Completed	Decom	End of Stage 3 – Decommission existing HQ and Syston Station.			Stage completed.						
	Dec 2013	Completed	Completed	End of	End of Stage 4 – Close Syston			npleted.						
	Feb 2015	Green	Green	Projec	t Closure		On comple	etion of the c	outstanding d	efects				
	2040/44	Budget	£843,949		Budget	CO 400 FO	3 <b>2013/14</b>	Dudget	£561,155		Dudget	£293,232		
Finances	2010/11	Actual	£843,949	2012/13	Buaget	£8,422,593		Budget	2301,133	2014/1	Budget 5	1293,232		
	2011/12	Budget Actual	£800,250 £800,255		Actual	£8,422,593	3	Actual	£561,155		Forecast	£293,232		
Total Project Budget £10,921,179	Notes	<ul> <li>The detailed project budget of £11,071,179 contained in the Project Initiation Document (PID) was approved at Senior Management Team (SMT) in January 2012.</li> <li>The CFA have previously approved the 2010/11 and 2011/12 actuals. They also approved a forecast for 2012/13 of £9,247,440 in February 2012.</li> </ul>												
Current Status	• The	Headquarters project has be	s successfully een completed	opened or	n the 2 Apr be closed f	ril 2013, with ollowing reso	the Fire Static	n opening sinal defects			ne 15 April 201 ect closure rep			

Project	New Facilitie	es in the Ca	astle Doni	ngton	Area Project	Project Number	C2012_01		rent AG	Green	Previous RAG	Green		
Project Objective	Design and	developmen	t of Castle	Donin	gton Fire and Re	scue Station.		·			Report Number	037		
Project Start Date	February 2014	Fore	ecast End		March 2016	Project Executive	R	ick Taylor	Taylor Project Manager		Guy Goodman			
	Due	Current RAG status	Previ RA stat	G	Milestones				Comments					
Major Milestones (where a specific	December 2014	Complete	d Comp	leted	Phase B – Insta Station	Phase A – Site Acquisition Phase B – Installation of temporary Fire				Completed Completed				
date isn't stated end of the month is assumed)	August 2014	Complete	d Comp	leted	End of Stage 2 closure of Moira		Decommission and Completed Station							
	December 2015	Green	Gre	en	End of Stage 3 and move	End of Stage 3 – Complete Build activities and move								
	Mar 2016	Green	Gre	en	Project Closure									
Finances	Year	Budget	£56,224	2013	Budget	£11,733	2014/15	Budget	£1,450,000	2015/16	Budget	£1,688,267		
Tillalices	2012/13	Actual	£56,224		Actual	£11,733		Actual	£1,450,000	2013/10	Forecast	£1,688,267		
Total Project Budget £3,206,224	Notes	<ul> <li>The original project estimate from the capital programme was £4.5m.</li> <li>December 2013 CFA approved a revised project forecast for years 2013/14 and 2014/15.</li> <li>A revised 2013/14 figure was submitted to February 2014 CFA and approved to purchase the required premises.</li> <li>A project cost figure of £2.5m for 2014/15 was submitted to Feb 2014 CFA, The total CFA approved budget is £3,206,224.</li> <li>June 2014 CFA approved a carry forward figure of £638,267.</li> <li>Dec 2014 CFA approved a revised estimate for 2014/15 of £1.45m and earmarked £1,688,267 for carry forward into 2015/16.</li> </ul>												
Current Status	<ul><li>The</li><li>Upda</li><li>Upda</li></ul>	<ul> <li>LFRS have purchased an industrial unit near to East Midlands Airport for the purpose of providing a DCP station in the area.</li> <li>The temporary accommodation has been installed and DCP has commenced.</li> <li>Updated programme dates were agreed within the stage 1 end stage report submitted to September 2014 SMT.</li> </ul>												

Project	Control and M	Mobilisation I	mprovement	t Project	Project Number	P2011_03	Current RAG	Red	Previous RAG	Red	
Project Objective	Delivery of a n Control Project		Control func	tion and implen	nentation of LFF	RS specific elem	ents of the Tri-S	Service	Report Number	037	
Project Start Date	January 2012	Foreca	st End	March 2015	Project Executive	Steve	Lunn	Project Manager	Steve	Lunn	
	Due	Current RAG status	Previous RAG status		Milestones		Comments				
Major Milestones	May 2012	Completed	Completed		1 – Complete pr		Stage comple				
(where a specific	28 Feb 2013	Completed	Completed	End of Stage 2	2 – Complete B	uild	Stage comple	ted.			
date isn't stated end of the month	16 Dec 2013	Completed	Completed	End of Stage 2	2a – Control Ea	rly Relocation	Stage comple	ted.			
is assumed)	10 Dec 2014	Red	Red		3 – New mobilis n exiting system		Revised stage completion date not achieved.				
	March 2015	Red	Red	Project Closur	re						
Finances	Year	Bud	lget	£ 725,427	2013/14	Budget	£ 612,260	2014/15	Budget	£1,250,578	
	2012/13	Act		£ 725,427		Actual	£ 612,260		Forecast	£1,250,578	
Total Project Budget £2,588,265	Notes	<ul> <li>in December 2012 for the Control refurbishment at Southern Station.</li> <li>A figure of £22k was vired from the £795,635 budget to the Tri-Service project for regional procurement of the Control Room desks. The Southern Refurbishment budget has therefore been reduced to £773,635.</li> <li>The collective project budget for the LFRS element of the Tri-Service Project and the work at Southern is £2,595,635.</li> <li>July 2013 CFA approved a carry forward figure of £1,870,208. June 2014 CFA approved a carry forward figure of</li> </ul>									
Current Status	The no	£1,250,578. The project budget was also reduced by £7,730 to £2,588,265 due to underspending on furniture.  • The Control staff were successfully relocated from the old HQ to the refurbished 2 <sup>nd</sup> floor at Southern station on the 16 <sup>th</sup> December 2013.									

Project	Aerial Ladder	Platform Re	placement P	roject	Project Number	C2013_01	Current RAG	Green	Previous RAG	Red	
Project Objective	Project to repla	ace LFRS's A	erial Ladder F	Platform (ALP).					Report Number	020	
Project Start Date	May 2013	Foreca	st End	August 2015	Project Executive	Joe T	rasker Project Pat Deasy			easy	
Major	Due	Current RAG status	Previous RAG status		Milestones		Comments				
Milestones (where a specific	31 October 2013	Completed	Completed	Stage 1 – Pre (Recommend	-Build ations to SMT).		Stage completed				
date isn't stated end of the month	March 2015	Green	Red	Stage 2 - Build	d		Stage completion delayed from January 2015.				
is assumed)	August 2015	Green	Red	Stage 3 - Imp	lementation		Stage comple	tion delayed fro	m June 2015.		
	August 2015	Green	Green	Project Closu	re.						
Finances	Year	Budget		£ 1,018	2013/14	Budget	£ 2,089	2014/15	Budget	£ 646,893	
	2012/13	Act		£ 1,018		Actual	£ 2,089	2014/13	Forecast	£ 646,893	
Total Project Budget £650,000	Notes	• Dec • June	ember 2013 ( e 2014 CFA a	CFA approved a pproved a	n the capital pro a revised projec y forward figure	forecast for year of £217,461.		d 2014/15.			
Current Status	<ul> <li>The Project Initiation Document was approved at May 2013 SMT.</li> <li>Options and recommendations were presented to SMT in November 2013.</li> <li>The preferred Aerial Ladder Platform has been ordered.</li> <li>A revised PID detailing the build timescales and final costs was approved by SMT in February 2014.</li> <li>The final build was due for completion in January 2015. However, Angloco have advised that this date will be delayed by approximately two months due to the late delivery of a key element by a third party supplier.</li> <li>February 2015 SMT approved the delay and the revised implementation timescales.</li> </ul>										

Project	Premises Info	ormation Imp	rovement Pr	oject	Project Number	P2013_02	Current RAG	Green	Previous RAG	Red	
Project Objective	A project to im location and ris	•	•	and to deliver t	he vision that is	a single portal	for access to all	premises,	Report Number	011	
Project Start Date	February 2014	Foreca	st End	December 2015	Project Executive	Mark A	Andrew	ew Project Rachel Williams			
	Due	Current RAG status	Previous RAG status		Milestones		Comments				
Major Milestones	March 2015	Green	Red		asibility study for Open Wings upg		Open Wings upgrade complete. Stage completion date revised.				
(where a specific date isn't stated end of the month	March 2015	Green	Green		RMIS v5 upgrac gration complete complete.						
is assumed)	December 2015	Green	Green	Stage 3 – We processes im	b GIS live, New plemented.	operational					
	December 2015	Green	Green	Project Closu	re.						
Finances	Year	Bud	lget	£ 58,435	2015/16	Budget	£0	2016/17	Budget	£	
	2014/15	Fore	cast	£ 58,435	2013/10	Forecast	£0	2010/17	Forecast	£	
Total Project Budget £58,435	Notes	the GIS to C	FRMIS integ	ration and £5k f	for the interim H	FSC process).	pproved a budg ented to SMT as			`	
200,100	The O	pen Wings up	grade was si	uccessfully impl	emented on 9 C	october 2014.					
Current Status					RMIS integration red by the end of		web implement	ation and the p	ublication of th	e single portal	
Juiso		oration with Noped to potent			scue Service is	underway to es	stablish if a stan	dard solution th	at suits both S	ervices can be	

Project	SharePoint In Taxonomy Pr		Architecture	and	Project Number	P2014_01	Current RAG	Green	Previous RAG	Green		
Project Objective	A project to "di improved and				d within ShareP	oint and develop	p a proposal to	implement an	Report Number	004		
Project Start Date	September 2014	Foreca	st End	February 2015	Project Executive	Richard (	Chandler	Project Manager	Jenny Kirby			
Major	Due	Current RAG status	Previous RAG status		Milestones		Comments					
Major Milestones (where a specific date isn't stated end of the month	January 2014	Completed	Completed		Planning Discovery and A Design and Rep		Stage completed.					
is assumed)	TBC	Green	Green	Stage 2 – TB	C.		Dependant on	the outcome of	f further options	analysis.		
	TBC	Green	Green	Project Closu	re.							
Finances	Year	Buc	lget	£ 21,000	2015/16	Budget	£ 62,500	2016/17	Budget	£		
Tillalices	2014/15	Fore	<b>cast</b> £ 17,425			Forecast	£ 62,500		Forecast	£		
Total Project Budget £21,000	Notes	2013/14 und The stage 1 February 20	lerspend. The end stage re <sub>l</sub> 15 CFA agree	e remaining £4, port highlighted ed a capital bud	•	from the ICT revided of £17,425.		,000 of the tota	l budget will be	met from the		
Current Status	<ul><li>The w</li><li>The st</li><li>The op implen</li></ul>	<ul> <li>The workshop design elements have been completed.</li> <li>The stage 1 end stage report was approved at February 2015 SMT.</li> <li>The options report was also submitted to February 2015 SMT. Further quotations are required in relation to the joint LFRS/supplier implementation and the sole supplier implementation options.</li> </ul>										

Project	Green Car Sal	ary Sacrifice	Scheme Pro	oject	Project Number	P2014_02	Current RAG	Green	Previous RAG	Green	
Project Objective	Implementation	of a green c	ar salary sacr	ifice scheme wi	thin LFRS.				Report Number	002	
Project Start Date	November 2014	Foreca	Forecast End November 2015 Project Adam Stretton Man						Gary Dixon		
Major	Due	Current RAG status	Previous RAG status		Milestones		Comments				
Milestones (where a	April 2015	Green	Green		ne 1 – Preferre approved by SN		Stage completion on target.				
of the month is	August 2015	Green	Green	End of Milesto scheme	ne 2 – Impleme	ntation of the					
assumed)	Oct 2015	Green	Green		ne 3 – HMRC a	pproval					
	Nov 2015	Green	Green	Project Closur	e						
Finances	Year	Bud	dget	£ 1,500	2015/16	Budget	£0	2016/17	Budget	£	
	2014/15	Fore	ecast	£ 1,500	2013/10	Forecast	£0	2010/17	Forecast	£	
Total Project Budget £1,500	Notes										
Current Status	<ul> <li>The PID was approved at November 2014 SMT.</li> <li>The supplier selection stage has commenced.</li> </ul>										

Project	WAN Replace	ment Project	:		Project Number	P2014_03	Current RAG	Green	Previous RAG	Green	
Project Objective	A project to repour computer s				Network) with a new, fast, fibre-optic WAN allowing faster access to					001	
Project Start Date	November 2014	Foreca	st End	November 2015	Project Executive	Barry	Barnes	Project Manager	John Palmer		
Major Milestones	Due	Current RAG status	Previous RAG status		Milestones		Comments				
(where a specific date isn't stated end	December 2014	Complete	Complete	End of Milesto selected and o	ne 1 – Preferre order placed	d supplier	Stage complete.				
of the month is assumed)	June 2015	Green	Green	End of Milesto new WAN at a	ne 2 – Impleme Ill locations	ntation of the	Stage complet	tion on target			
	Nov 2015	Green	Green	Project Closur	e						
Finances	Year	Buc	lget	£ 56,502	2015/16	Budget	£ 127,498	2016/17	Budget	£	
Fillalices	2014/15	Fore	cast	£ 56,502	2013/10	Forecast	£ 127,498	2010/17	Forecast	£	
Total Project Budget £184,000	Notes		nuary 2015 SMT noted the current year forecast. The underspend balance to be included in the 2015/16 Capital Programme for proval by the CFA in February 2015.								
Current Status		<ul> <li>Virgin Media have been selected to undertake the implementations which commence in February 2015 and will be completed by June</li> </ul>									