

Status of Report: Public

Meeting: Corporate Governance Committee

Date: 11 March 2020

Subject: Service Development Programme and 'Our Plan 2019-22'
– Appendix A tasks

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For: Discussion

Purpose

1. The purpose of this report is to inform the Corporate Governance Committee of progress made since January 2020 in the delivery of projects within the Service Development Programme and the tasks included in Appendix A of Our Plan 2019-22.

Recommendation

2. The Corporate Governance Committee is asked to note the progress made since January 2020 in the delivery of projects within the Service Development Programme and the tasks that are included in Our Plan 2019-22.

Executive Summary

3. Progress is reported in respect of 17 projects that are currently in various stages of development or implementation. The report also includes progress against the 26 tasks from Appendix A of Our Plan 2019-22.

Background

4. This section provides the Committee with a summarised update on the status of the projects that are currently being delivered by staff and officers.

Service Development Programme - Project Updates

Emergency Services Network (ESN)

5. The latest revised programme suggests that the existing Airwave radio solution is scheduled to be replaced by mid-2022. A detailed plan has been issued by the Home Office. Clarity is being sought on the accuracy of the dates for some of the development work. Project documentation has been updated to reflect the latest known position.

6. Notification has gone out via the programme board that future spend of the section 31 grant for infrastructure will need to be approved by the Home Office against a “mini business case” that needs to be submitted. This will also need signing off by the section 151 officer. The Home Office are also in discussion with Systel to commission them to produce an ESN proof of concept solution for review.
7. Derbyshire Fire and Rescue Service has decided that they will become an early adopter of the ESN connect product. This will allow them to test the use of ESN for connection of their Mobile Data Terminal's. Based on what is known at this time there will be minimal impact on LFRS's ESN activities, but the implementation will be monitored with interest.

Views Replacement

8. The project will replace the existing 'views system' used for performance management and seek to implement planning, risk management and project monitoring capability within the system.
9. To progress the development of the data warehouse the project board have agreed to undertake a supplier tender process to secure the required design and build elements of the project. The invitation to quote closed on 18 February 2020. Two quotes were received which are currently being evaluated. The revised project implementation date will be available following discussion and agreement with the chosen supplier.

Fleet Monitoring System

10. The project has successfully implemented a system that allows effective and efficient management of Fire Service vehicles. Installation on all required vehicles has been completed and the project will now be closed.

Aerial Ladder Platform (ALP) Replacement

11. This project has been created to procure and deliver a high reach appliance to replace one of the existing ALP vehicles.
12. A decision was made by the Combined Fire Authority in February 2019 to include the procurement of a replacement ALP in the 2020-2024 Integrated Risk Management Plan (IRMP) consultation process. Following conclusion of the consultation the CFA agreed to continue with the procurement of a replacement high reach appliance.
13. The timescales for completion of the first stage were amended to March 2020 when the outcomes of the IRMP would be known. Delaying the stage end date has allowed for a further review of the user specification to be undertaken. The review will consider technology advances and business needs rather than just procurement of a like-for-like replacement.

General Data Protection Regulations (GDPR) Compliance

14. The project will ensure that LFRS achieves compliance with the EU General Data Protection Regulation (GDPR) and new Data Protection Act (UK Law).
15. February 2020 the Tactical Management Team agreed to close this project as LFRS are now GDPR compliant and the Data Protection Officer role has been filled. A number of small tasks are still to be completed, these will be monitored and delivered via the Information Governance Department Plan. The project has underspent by £65,000.

Appliance Replacement Project

16. The 4 replacement pumping appliances have been delivered. Driver Training is undertaking the required training, following which the vehicles will be operationally available. This is expected to be during March 2020, three months earlier than planned.

CCTV Project

17. A project to update/replace existing CCTV systems on Service vehicles, and provide systems on those operational vehicles without existing CCTV. The appointed supplier successfully completed all of the installations by the end of January 2020. The project will be closed following receipt of final invoices and approval of a project closure report scheduled for the end of March 2020.

Devolved Budget Management Project

18. A project to devolve budget management to department and district managers. The initial implementation took place at the start of the 2019/2020 financial year. The project has been extended until May 2020 to allow time for the resolution of outstanding items and implementation of further system enhancements.

IRMP 2020-2024 Project

19. A project to deliver the 2020-2024 IRMP for Leicestershire Fire and Rescue Service. The draft consultation summary report was noted by the CFA at their meeting on 22 January 2020.
20. The final summary report and the results report, produced by Leicestershire County Council were reviewed by the CFA on the 12 February 2020. The seven proposals were approved and will now be progressed through to implementation.

Vulnerable Persons Module Implementation Project

21. A project to develop and implement the vulnerable person's module within the Safeguarding team. The module development work has been concluded and user acceptance testing completed, snagging items identified are being

resolved by the supplier. The next stage will involve the development and delivery of training material in preparation for the system going live during March 2020.

On-Call Review Project

22. A project to review, adopt or change procedures or practices to meet the needs of organisational, societal or demographic change within On-Call reward, recruitment, retention and conditions.
23. The interpretation of findings from a user survey has been completed. Development of recruitment, retention and mobilisation options have been introduced as pilot schemes at a number of stations. These pilots are being monitored and evaluated, with the conclusions being presented to the Project Board as part of stage 3 by June 2020.
24. A project progress report was presented to the CFA at its meeting on 12 February 2020.

PPE Replacement Project

25. A project to procure replacement operational personal protective equipment (PPE). The project board has chosen to progress a managed service from the National Fire Chiefs Council (NFCC) National Framework as it offers the best value for LFRS. The evaluation and supplier selection work has been completed and the contract has been awarded. A sizing exercise will now need to take place in preparation for placing the order. The current contract expires in March 2021.

Virtual Fatal 4 (VF4) Replacement Project

26. A project to develop a VF4 van to replace the existing VF4 car. The first stage of the project involves identification and procurement of a suitable van and the analysis and procurement of the most appropriate hydraulic chairs. An Iveco Daily van has been ordered and should be delivered by the end of April. The first stage is on schedule to be completed by the end of March 2020.

ICT Service Management System Project

27. A project to provide full ICT service desk capabilities to LFRS to include incident management, problem management, change management, asset and inventory management and configuration management.
28. Phase 1 has commenced which will include obtaining user requirements, a supplier selection process and implementation of the change management process. The phase is due to be completed by the end of May 2020.

Contingency Response Arrangements Project

29. A project to establish the effective use of third party contingency arrangements supported by internal arrangements.
30. Stage 1 was completed at the end of January 2020 and included establishing user requirements and market research with a range of suppliers to improve knowledge about the available products and solutions. The next stage involves supplier selection and is due to be completed by the end of March 2020.

Demountable Appliance Devices Project

31. A project to install 31 demountable tablet devices in fire engines.
32. An audit of the Service's vehicles and production of a system specification have been completed. A procurement process has been finalised and an order for the devices has been placed. Implementation of the devices is scheduled for June 2020.

Our Plan Action Plan 2019-22 - Appendix A Tasks

Aim 1 – Fewer incidents with lower impact

Review and exercise service continuity plans.

33. The review of Service business continuity plans continues. A template for Station plans has been developed and roll out to stations has begun. The Service Business Continuity Planner will be offering support to all stations to assist in the completion of their plans. Two table-top exercises have been held to validate the draft plan for support departments. The learning from these exercises will be used to inform the final development of the template plan prior to roll out to Department Heads to complete.
34. Action to address issues raised by the inspection report from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services has been put into place including:
 - Development and publishing of a Business Continuity Incident Log. Work will now commence to embed the completion of this record as part of normal business;
 - Work to test and review the provision of back-up electricity generation for key sites took place during February 2020, findings will be reported back direct to individual site managers.
35. Assistance has been provided to the ICT Department to assess and review the existing ICT Disaster Recovery Plan. Learning identified has been shared and joint working will continue with the aim of delivering a plan which forms part of the wider co-ordinated business continuity programme.

Complete a review of health and safety provision.

36. This task has been completed. The plan to action recommendations arising from the peer report has been approved by the Health and Safety Committee. This completes the review process and the implementation phase of the findings is now being developed. This will be monitored through the Service's Health and Safety Committee for scrutiny.

Deliver a new Arson Strategy.

37. The new Arson Strategy has been reviewed by Senior Officers for Police and Fire. Editing is now taking place with some processes already being drafted. Final completion is planned for June 2020.

Analyse data (equality monitoring) from community engagement events to help district and departments in developing action plans.

38. A survey application is now being used by all members of the Community Educators Team, allowing for a greater degree of feedback across a wider section of the Leicester, Leicestershire and Rutland (LLR) community. The App is being used to capture feedback at community engagement events as well as during Home Safety Check visits. Capturing feedback will enable behavioural change to be captured and evaluated. The intention is to also utilise the survey during Fire Safety Audits completed by Fire Protection Inspecting Officers. The data captured will be analysed to ensure community engagement is taking place across all of the varied community groups within LLR. The data analysed to date has influenced the Equality Framework Action Plan which has been presented and agreed at both the Tactical Equality Diversity Inclusion Board (TEDIB) and at the Strategic Equality Diversity and Inclusion Board (SEDIB).
39. On a monthly basis TEDIB now meets at different Fire Station locations across LLR. This has allowed operational personnel to attend the meeting. This has provided an opportunity for them to fully understand the role of TEDIB and SEDIB within the organisation, and also for TEDIB and each Network lead to offer support with community engagement events and suggest community initiatives to ensure engagement with diverse sections of the community.

Develop and assurance process to indicate how effectively we identify new risks.

40. 80% of staff have been trained in new risk identification processes. A revised procedure is being finalised. This procedure will include themed assurance as well as data analysis. Assurance will be multifaceted due to its impact on control of risk and response arrangements. It is expected this will be part of business as usual by July 2020.

Aim 2 – Respond effectively to incidents

Reduce the time taken to mobilise resources to incidents.

41. The reintroduction of status messaging and turn-out training sessions has seen the time taken to mobilise to incidents reduce from 2 minutes 12 seconds for Wholetime appliances in 2018/19 to 1 minute 36 seconds in 2019/20.
42. The time taken to mobilise On-Call appliances has also reduced from 6 minutes 51 seconds to 5 minutes 51 seconds over the same reporting period.

Increase the availability of our On-Call appliances to respond to incidents.

43. Targeted campaigns for On-Call recruitment together with the introduction of initiatives from the On-Call project, including the introduction of Tactical Response Vehicles at two On-Call stations has seen availability increase from 56.7% in 2018/19 to 65.3% in 2019/20.

Seek feedback from those that have had emergencies and work to ensure the public are satisfied with our response.

44. Following feedback from the public, 99% of the 178 people who completed 'After the Incident' surveys between April and January 2020 stated they were 'very satisfied' with the service they received from LFRS.

Exercise and test our response activities through planned local, regional and national scenarios.

45. Between April and January 2020, stations have completed 42 exercises to test their procedures against the risk profile for that location. These exercises have also included a number of multi-agencies to test that the Joint Emergency Services Interoperability Program principles are embedded within the Service.

Aim 3 – Deliver value for money quality services

Relocate and centralise our Learning and Development facilities.

46. The Combined Fire Authority was updated on this project at its meeting in January 2020. A further progress paper will be presented to the CFA in the summer of 2020 outlining the recommendation, indicative scope, costs and timescales for the work.

Replace vehicles within our fleet (new fire engines, Tactical Response Vehicles and officer's cars).

47. Two new Tactical Response Vehicles have been delivered and are operational. The replacement of officers' cars has also been completed and those vehicles are also operationally available. The 4 replacement fire engines have been delivered and following any required driver training will be operational during March 2020.

Implement Skype for business to improve our telephony and communications systems.

48. This task has been completed. Skype for business has been installed across all service locations and is operational.

Make the improvements to our estate identified in our building condition survey.

49. All of the condition survey work from 2018 has been completed. Priority work from the 2019/2020 plan is being progressed, however the majority of this is of a cosmetic nature. Future work from January 2020 will be subject to regular internal inspections to determine Service needs and priorities against the original survey.

Procure replacement Personal Protective Equipment (PPE) for our firefighters.

50. The procurement of PPE will be undertaken through the National Fire Chiefs Council framework. The current PPE will be replaced by March 2021 when the current contract expires.

Aim 4 – An engaged and productive workforce

Implement a new Learning Management system.

51. The implementation of the system will be split into two core elements. There will be the required changes to FireWatch, the personnel recording system, and the introduction of a system for capturing operational competence amongst other things. Preparation work for both systems is ongoing with a data cleanse exercise, establishment of a suitable access permissions model, formation of learning pathways and the re-alignment of internal processes and procedures.

Implement revised attendance management procedures.

52. A draft policy and procedure has been devised and was approved by TMT in December 2019. The procedure is currently subject to consultation with representative bodies prior to implementation. This is on target for completion and implementation commencing by April 2020.

Implement wellbeing interventions and processes to support health and wellbeing in the workplace.

53. The Health and Wellbeing policy is being revised following additional scrutiny. The Response lead has presented proposals to the Middle Managers Seminar. Links with the Absence Management policy/procedure have been recognised with agreement to launch them simultaneously during April 2020.
54. It is recognised that the Occupational Health Unit presents a significant opportunity to add value to this cornerstone of the People Strategy and will be included in future aspirations.

Equip our managers with tools and skills to maximise equality, diversity and inclusion in recruitment and promotion processes.

55. The Workforce Planning group are successfully leading on a promotion process review.
56. Work is progressing on creating a competency framework, mapped to the NFCC Leadership Framework. This will enable managers to make informed career decisions and have conversations with employees, based on their behaviours/competencies as opposed to technical skills alone. This framework will influence the future development of not only the promotions process, but also that of recruitment and selection; performance management; and succession planning and other employee life-cycle interactions. The framework and competencies identified will be utilised for On-Call recruitment during March 2020, Area Manager recruitment during April 2020 and the promotions process. To-date, operational roles have been mapped, further sessions need to be held in order to map support staff roles.
57. Each TEDIB meeting being held at a different fire station location across LLR is an important factor in equipping managers in understanding what TEDIB is and the positive impact it and the Network Leads can have at station level. This is complimented by the increase of Equality Diversity Inclusion Station Champions who can also be instrumental in influencing change. This progression is outlined within the Equality Framework Action Plan, which also includes the continued involvement of the 'Outreach Team' as part of the 'positive action' which LFRS has achieved previously when recruiting.
58. Recruitment and promotion processes have been captured within the Equality Framework Document Plan, including the continued positive results seen from the 'Have a Go Days' which have formed part of the recruitment process. The Equality Framework Action Plan also proposes mentoring and coaching for underrepresented groups at management level within LFRS. Any initiative or progression is positively encouraged and will be presented to both TEDIB and SEDIB for their consideration and support.

Aim 5 – Provide assurance

Create, agree and publish the 2020-2024 Integrated Risk Management Plan (IRMP).

59. The 2020-2024 IRMP consultation commenced on 3 September, it was open for 12 weeks and closed at midnight on 25 November 2019. 282 completed survey questionnaires were received. The Consultation Summary Report was formally presented to the Combined Fire Authority on 12 February 2020, where Members approved the seven proposals which will now be progressed to implementation.

Implement a performance management system.

60. The project is currently experiencing delays due to the availability of suitable external resources to undertake the data warehouse and dashboard reporting development work. A tender process to facilitate completion of the work from a procurement framework was completed on the 18 February 2020. 2 quotes have been received which are currently being evaluated prior to a supplier being selected.

Respond to the HMICFRS inspection report by creating and publishing relevant action plans.

61. This task has been completed. The Improvement Plan has been produced which shows how the Service is responding to the areas for improvement found in the HMICFRS inspection report. Delivery of the Improvement Plan is now embedded within district and department plans.

Establish a policy framework and programme to review policies and procedures.

62. This task has been completed. The policy framework has been agreed and is in place.

Implement changes in FireWatch to support a wide range of improvements to the management of employee personal data.

63. A project is being established to determine the strategy for FireWatch (FW) in the short to medium term and how the product can be improved with the funding and resources available to the Service. The first FW project scoping meeting took place in December 2019 with a second meeting in February 2020 to develop a project initiation document. The strategy incorporates the FireWatch Audit recommendations including improving data quality, providing better access to information and the ability to more easily update information using self-service. Work is being progressed in accordance with priorities determined by the key stakeholders in the strategy meetings these being data quality, people and organisational structures and permission models enabling appropriate and secure access to information.

Implement risk assessments for new system procurements to ensure suppliers meet GDPR/Data Protection requirements for compliance.

64. A newly appointed Data Protection Officer (DPO) is now in place. Specialist GDPR software will be procured during the second quarter of 2020 and this will better support the recording and management of risk assessments for new system procurements. In the interim, information risk is being considered as the DPO is carrying out Data Protection Impact Assessments for all new software procurements where personal data is processed.

Incorporate a survey on our website to enable us to find out what our end users think of our website and whether it meets our needs.

65. This task has been completed. Work to create a website survey that captures the experiences that communities have when accessing the website has been completed. The feedback received will be used to inform future decision making about the style and content of the website.

Produce a communications plan to raise awareness of the whistleblowing policy, and inform staff how to raise concerns.

66. This task has been completed. A campaign to improve the confidence of the workforce to blow the whistle when they believe they recognise wrongdoing has taken place. Messages were communicated in the form of a short animation, articles in Service Matters (internal magazine) and posters displayed in Service buildings. These will be repeated periodically in order to ensure staff are reminded about whistleblowing and the importance of it.

Report Implications/Impact

67. Legal (including crime and disorder)

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

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

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

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

Each project has its own risk register, risks identified will be addressed throughout delivery of each project or task. There are no items for Corporate Governance Committee's attention.

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

Stakeholder engagement is considered within the delivery of each project or task. An Equality Impact Assessment will be undertaken where necessary on all activities.

71. Environmental

Environmental impacts are considered within the delivery of each project or task. There are no items for Corporate Governance Committee's attention.

72. Impact upon Our Plan Objective

These projects and tasks are designed to assist the CFA in meeting all of the objectives detailed in 'Our Plan 2019-22'.

Background Papers

None.

Appendices

None.

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