

Status of Report: Public

Meeting: Corporate Governance Committee

Date: 22 January 2020

Subject: Service Development Programme and 'Our Plan 2019-22' Update

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For: Discussion

Purpose

1. The purpose of this report is to inform the Corporate Governance Committee of progress made since November 2019 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 November 2019 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. Three work packages have been received from the ESN coverage team to carry out some checks on the Service's critical operational location data. Formal coverage testing is due to commence in March 2020.
7. Vehicle device testing has been completed and device gateways are being installed across Derbyshire's fleet as they are the regional lead for this element of the project. Leicestershire Fire and Rescue Service is liaising with Derbyshire to understand their implementation plan to assist implementation in Leicestershire.

Performance Development Review

8. The project will implement a new Learning Management System and Performance Development Records solution.
9. Full Project delivery scheduled for the end of December 2019 will not be achieved partially as a result of unplanned and unexpected delays in the release of software by the supplier.
10. The current planning assumption from the project board is that this project will close at the end of December 2019 and be replaced by two new pieces of work. One managing the required changes in FireWatch and one implementing a system to record operational competence. A project closure report will be submitted to the Tactical Management Team (TMT) meeting in January 2020 for approval.

Views Replacement

11. 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.
12. To progress the development of the data warehouse, following difficulties sourcing an appropriate developer, the project board has agreed to undertake a supplier tender process to secure the required design and build elements of the project. Due to these delays the original implementation date of November 2019 was not achieved
13. An exception report requesting a revised completion date for the supplier selection stage to the end of March 2020 was approved by the TMT in December 2019.

Fleet Monitoring System

14. The project will implement a system that allows effective and efficient management of Fire Service vehicles. The installation of the system on all required vehicles has been completed. Following successful testing the system went live on 1 October 2019. The stage 3 end stage report was approved by the TMT in December 2019. The project will be closed on receipt of final

invoices and approval of the project closure document which is scheduled for the end of January 2020.

Aerial Ladder Platform (ALP) Replacement

15. This project has been created to procure and deliver a high reach appliance to replace one of the existing ALP vehicles.
16. 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. As a result of this decision, the timescales for the current stage have been amended to March 2020 when the outcomes of the IRMP will have been agreed. Delaying the stage end date will allow 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.

GDPR Compliance

17. The project will ensure that LFRS achieves compliance with the EU General Data Protection Regulation (GDPR) and new Data Protection Act (UK Law).
18. Phase 1, stage 4 end stage report was approved by TMT in May 2019. It contained the tasks which have been completed within the stage and those which are proposed to be carried forward into Phase 2.
19. Phase 2 will deliver new policies, procedures and guidance, a new register for updated memorandums of understanding, new supplier contracts containing GDPR clauses and an external review (Audit of Service compliance).
20. The completion date of Phase 2 has been revised from July 2019 to December 2019, a phase 2 end stage report is being submitted to the TMT in January 2020.

Appliance Replacement Project

21. The Project will provide replacement pumping appliances. Emergency One the vehicle supplier has delivered the 4 appliances earlier than expected. Training, stowage and equipment fit-out is currently taking place prior to the appliances becoming operationally available, which is expected by the end of January 2020.

CCTV Project

22. A project to update/replace existing CCTV systems on vehicles, and provide systems on those operational vehicles without existing CCTV. Exeros the appointed supplier is progressing with the implementation schedule; full roll out will be completed by the end of January 2020.

Devolved Budget Management Project

23. A project to devolve budget management to department and district managers. The implementation took place at the end of March 2019 with budgets devolved for the start of the 2019/2020 financial year. Resolution of final outstanding items has been affected by the departure of the project manager and as such the project won't achieve its revised completion date. An exception report was approved by the TMT in November 2019 extending the project closure date until May 2020.

IRMP 2020-2024 Project

24. A project to deliver the 2020-2024 IRMP for Leicestershire Fire and Rescue Service. Stage 3 of the project includes the public consultation on the proposals which began on 3 September and closed on 25 November 2019.
25. Over 77,000 people have been engaged via different communication mechanisms (predominantly social media and email). 283 consultation questionnaires were completed during the consultation period.
26. The summary report of the consultation outcomes is currently being created, with a draft version being submitted to the CFA for consideration at its meeting on 22 January 2020.

Vulnerable Persons Module Implementation Project

27. A project to develop and implement the vulnerable person's module within the Safeguarding team. The module development work has been completed and is currently being tested. Completion of the user acceptance testing is due to be completed by the end of January 2020.

On-Call Review Project

28. 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.
29. The deliverables in stage 2 which include: the interpretation of findings from a user survey, development of recruitment, retention, mobilisation options and introduction of pilot schemes have been delayed due to other Service priorities. The TMT in November 2019 approved an exception report extending the completion of stage 2 until January 2020 and project closure until June 2020.

PPE Replacement Project

30. 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 National Framework as it offers the best value for LFRS. Completion of the evaluation, supplier selection and contract award is all

within stage 2 of the project which is due for completion by the end of January 2020.

Virtual Fatal 4 (VF4) Replacement Project

31. A project to develop a VF4 van to replace the existing VF4 car. The project initiation document was approved by the Senior Management Team (SMT) in September 2019. The first stage of the project will involve identification and procurement of a suitable van and the analysis and procurement of the most appropriate hydraulic chairs. SMT requested that the first stage end date be more realistic and extended until the end of March 2020.

ICT Service Management System Project

32. 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.
33. The Project Initiation Document (PID) was approved by the Strategic SMT on 25 November 2019. 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

34. A project to establish the effective use of third party contingency arrangements supported by internal arrangements.
35. The PID was approved by the Strategic SMT on 25 November 2019. Stage 1 has commenced which will include establishing user requirements and market research with a range of suppliers to improve our knowledge about the available products and solutions. The stage is due for completion at the end of January 2020.

Demountable Appliance Devices Project

36. The PID was approved by the SMT on 16 December 2019. Stage 1 is underway and involves an audit of vehicles and production and agreement of a system specification.

Our Plan Action Plan 2019-22 - Appendix A Tasks

Aim 1 – Fewer incidents with lower impact

Review and exercise service continuity plans.

37. The review of Service business continuity plans continues. The Service Continuity Policy and Procedure has been reviewed and amended to

acknowledge best practice. These documents were approved by the TMT in December 2019.

38. A number of successful tests of Service continuity have been undertaken and lessons identified are under consideration with the aim of improving resilience to widespread loss of power and telecommunications.
39. An incident occurred at the Service Headquarters building where staff identified and dealt with two suspicious packages that had arrived through the mail. This has led to the updating of procedures and the provision of Counter Terrorism and Cyber-Resilience awareness training to a wider audience of staff.

Complete a review of health and safety provision.

40. The review took place in September 2019. The peer report and verbal feedback was presented to SMT in November 2019. A final report will be submitted for Senior Managers in the January 2020 to make decisions based on the review. This will give us actions to deliver from March 2020.

Deliver a new Arson Strategy.

41. Following a meeting with Senior Police Officers, it has been confirmed that the seconded officer role has ended. An Arson strategy, agreed with the Police, will replace the memorandum of understanding relating to the seconded officer. The expected completion date will be moved to June 2020 to allow time to identify and implement new working processes.

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

42. The Community Safety Team and specifically the Community Educators are now using an App-based survey tool to capture feedback at community engagement events. The App allows for a simple evaluation through to a more complex series of questions in order to evaluate each event attended. The data captured will be analysed with the assistance of the Business Intelligence Coordinator and the Equality Diversity and Inclusion Officer. The analysed data will influence the Equality Framework Gap Analysis Plan. The plan has been presented at both the Tactical Equality Diversity Inclusion Board (TEDIB) and at the Strategic Equality Diversity and Inclusion Board (SEDIB), which has outlined the community engagement strategy as being inclusive across all communities of Leicester, Leicestershire and Rutland (LLR).
43. On a monthly basis TEDIB now meets at different Fire Station locations across LLR. This has allowed the duty operational personnel to attend the meeting. This has provided an opportunity for operational personnel 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.

44. The Service is working with senior stakeholders to develop more rigorous testing of existing plans to ensure they are fit for purpose (qualitative assurance). Staff are being retrained in new risk identification and processing. Both these areas of development will improve effectiveness.

Aim 2 – Respond effectively to incidents

Reduce the time taken to mobilise resources to incidents.

45. 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 37 seconds in 2019/20.
46. The time taken to mobilise On-Call appliances has also reduced from 6 minutes 51 seconds to 5 minutes 56 seconds over the same reporting period.

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

47. 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 64.26% in 2019/20.

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

48. Following feedback from the public, 99% of the 163 people who completed 'After the Incident' surveys between April and December 2019 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.

49. Between April and December 2019, stations have completed 39 exercises to test their procedures against the risk profile for that location. These exercises have also included a number of multi-agencies to test 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.

50. The Combined Fire Authority was updated on this project at its meeting in September 2019 and a further paper will be presented to the CFA in January

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).

51. 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 by the end of January 2020.

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

52. 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.

53. 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.

54. Following review of the tenders submitted to Yorkshire and Humberside Fire Services it has been decided not to pursue a contract through that framework. The procurement of PPE will now be undertaken through the NFCC framework, this will not impact on the time, cost or quality of the equipment purchased. Our current contract terminates in April 2021.

Aim 4 – An engaged and productive workforce

Implement a new Learning Management system.

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

Implement revised attendance management procedures.

56. A draft policy and procedure has been devised and was approved by the TMT in December 2019. The procedure is currently subject to consultation with

Representative Bodies prior to implementation which is on target for completion by March 2020.

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

57. The HR department and Service Delivery (Operational Response and Safer Communities) are working in partnership to promote Wellbeing and Absence management. Outputs include the delivery of:
- A Wellbeing Day at Service Headquarters on 19 November 2019
 - Stress and Sleep Improvement Workshops across the Service, delivered by the Fire Fighters Charity. These commenced on 22 November 2019 and included an evening event for On-Call staff
58. The Health and Wellbeing policy is being revised. The Response lead has presented proposals to the Middle Managers Seminar. Links with the Absence Management policy/procedure have been recognised with agreement gained to launch them simultaneously.

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

59. Wholetime recruitment is currently in progress; recommendations for candidate selection were presented to the SMT in November 2019 which included positive equality outputs in gender and ethnicity.
60. Interview training for 24 managers has generated extremely positive feedback. A moderation session is being organised to reinforce lessons learnt with delegates.
61. 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. All work to equip managers is due for completion by March 2020.
62. Both the recruitment and promotion processes have been captured within the Equality Framework Document Plan for future progression. Including the continued positive results seen from the 'Have a Go Days' and the 'Outreach Team' which has enabled the 'Positive Action' aspect of the recruitment process. The 'Positive Action' has recently been recognised nationally by the Asian Fire Service Association (AFSA) where LFRS won an award for the continued work of the team in helping to promote diversity when recruiting firefighters from underrepresented communities. The Equality Framework Plan also proposes mentoring and coaching for BAME and women within the organisation who are currently underrepresented at management level. Each of

the Network Leads, TEDIB and SEDIB, will be involved in progressing such initiatives within the organisation. During each TEDIB meeting at Fire Station locations the stations have been encouraged to nominate a Station Champion to assist in promoting Equality Diversity and Inclusion. The station champions will be invited to attend all subsequent TEDIB meetings.

Aim 5 – Provide assurance

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

63. The 2020-2024 IRMP consultation commenced on 3 September, it was open for 12 weeks and closed at midnight on 25 November 2019. 283 completed survey questionnaires were received. The Consultation Summary Report will be formally presented to the Combined Fire Authority on 12 February 2020. At the meeting CFA Members will decide which proposals to approve.

Implement a performance management system.

64. 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 has commenced. It is hoped that a suitable supplier will be selected by the end of March 2020.

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

65. 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. This is now embedded into several department plans. This progress will next be reported to the Senior Management Team in January and the CFA's Corporate Governance Committee in March 2020.
66. The Improvement Plan staff engagement sessions are now complete with over 150 staff informed. It remains on the Service website and on the internal SharePoint for staff to view.

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

67. The policy framework has now been agreed and is in place. The programme to review policies, procedures and guidance (PPG) is also underway. The first 3 of 4 training sessions on PPG have now taken place. When completed, there will be approximately 40 staff trained as 'authors' to carry out reviewing and writing of documents. Currently, there are 15 documents under review by trained staff.

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

68. A project is being established to determine the plan 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 on 18 December 2019. The project will incorporate 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 project meetings.

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

69. 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.

70. This task has been completed. Work to create a website survey that captures the experiences our communities have when accessing the website was completed five months ago. The survey has been live since July and over 380 responses have been received from people with differing gender and age ranges. 83% of respondents said they found the information they were looking for, 86% said they found the information useful and 92% stated they would visit the website again in the future. The feedback will be used to inform future decision making about the style, content and feel of our website.

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

71. This task has been completed. A campaign to improve the confidence of our 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

72. 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.

73. 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.

74. 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.

75. 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.

76. Environmental

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

77. 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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