

**Status of Report:**                      **Public**

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

**Date:**            **23 January 2019**

**Subject:**        **Service Development Programme and ‘Our Plan 2018-21’ - Actions Update**

**Report by:**     **Rick Taylor, Chief Fire and Rescue Officer**

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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 2018 in the delivery of projects within the Service Development Programme and the tasks included in Appendix A of Our Plan 2018-21.

## **Recommendations**

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

## **Executive Summary**

3. Progress is reported in respect of 21 projects that are currently in various stages of development or implementation and 16 non-project related tasks from Appendix A of Our Plan 2018-21.

## **Background**

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

## **Service Development Programme - Project Updates**

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

The final project deliverable to be achieved is the installation of an on-site hydrant. There is one clause to finalise in the easement agreement, once this has been done an installation date will be agreed with Manchester Airports Group and the work undertaken.

#### 4.2 Coalville Emergency Services Hub

The project created a hub for all 3 emergency services at Coalville Fire and Rescue Station. All work has been completed and the Police are successfully co-located in the building. The final invoice is still to be agreed with the contractor. Once agreed the project will be formally closed.

#### 4.3 Urban Search and Rescue (USAR) Training Rig

The project has established an urban search and rescue training facility within Leicestershire Fire and Rescue Service. The construction work has been successfully completed and the training facility is operationally available. There are some small additional changes to incorporate, which will be completed by the end of January 2019. The project will be closed on receipt of final invoices and approval of a project closure report.

#### 4.4 Emergency Services Network

The project will implement the local elements of the national Emergency Services Mobile Communications Programme. Work is underway to assess the impact of the changes that will be required for the extended support of Airwave (the existing mobile communications system) by user organisations. Work continues on other remediation action plan elements, we now have a solution for increased WIFI security across the service. The next step is to plan the implementation of the solution and commence rollout. This will also act as a precursor to the network segregation requirement for ESN code of connection. Following receipt of the Home Office revised programme the current stages in the PID will need to be amended. Once the detailed information is available the PID will be refreshed and submitted to SMT for approval.

#### 4.5 Lutterworth Redevelopment

A project to adapt Lutterworth Fire and Rescue Station to provide suitable accommodation for the Day Crewing duty system. The building work was successfully completed at the end of October 2018. The project will be closed on completion of final snagging, receipt of final invoices and approval of a project closure report.

#### 4.6 Skype for Business Project

A project to replace the existing telephony solution with an end to end Skype for Business on premise solution, deployed to all Leicestershire Fire and Rescue Service (LFRS) sites, and to extend Unified Communications tools availability to employees who need them. The contract has been finalised. Dimensions Data is the chosen supplier and will be undertaking the work. Due to significant additional preparation work, an exception report was approved by the Tactical Management Team in September 2018 which revised the completion date to March 2019.

#### 4.7 Performance Development Review

The project will implement a new LMS (Learning Management System) and PDR (Performance Development Records) solution. An enhancement to the original project scope is currently being developed in line with the capital and resource bids for 2019/2020. The proposal will be submitted via an exception report to the LFRS Senior Management Team (SMT) for approval prior to any changes being made.

#### 4.8 Vehicle Replacement 2017/18

The project has replaced the identified vehicles following the approval of the Fleet Review 2016 by the Combined Fire Authority at its meeting on 14 December 2016. All of the 34 replacement vehicles are operationally available. Installation of blue lights and livery on the three water rescue vehicles and the implementation of dashboard cameras was completed by the end of December 2018. The project will be closed on receipt of final invoices and approval of a project closure report.

#### 4.9 Views Replacement

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. The user requirements have been captured and will form the scope of requirements for our internal development. The required dashboard reporting solution will be supported by a new data warehouse. A two week early development trial has taken place to allow a greater understanding of the complexity of delivering the business intelligence capability. The outcomes presented following the trial will be reviewed by the project board and agreement gained on the most appropriate way forward. Options for the project monitoring element of the project have also been provided by external suppliers which will be considered for inclusion in the final solution.

#### 4.10 Fleet Monitoring System

The project will implement a system that allows effective and efficient management of Fire Service vehicles.

The initial installation of the system on all required vehicles was completed at the end of December 2018. User testing and training will now take place and it is expected that the system will be in use from April 2019.

#### 4.11 Incident Recording System (IRS) Replacement

The project has procured and implemented a commercial incident data collection and processing software solution that includes IRS reporting. The new IRS system was successfully implemented in 26 July 2018. Following approval of an exception report in November 2018 by the Tactical Management Team, Phase 2 of the project will now run until the end of February 2019, and provide the opportunity to maximise the use of IRS, initially for the current fire investigation

process.

#### 4.12 Body Worn Video Camera

The project will establish the benefits and risks associated with the use of body worn video camera devices within Leicestershire Fire and Rescue Service. The trial commenced in July and was successfully completed at the end of November 2018. A trial summary report will be combined with the project closure report and be reviewed by January 2019 Tactical Management Team.

#### 4.13 Aerial Ladder Platform (ALP) Replacement

This project will procure and deliver a new aerial ladder platform to replace one of the existing vehicles. The original scope of the project was to procure an ALP similar to the previous one purchased in 2015. However, the Tactical Management Team agreed to extend the first stage of the project, which includes reviewing the required specification for the final product to ensure that all new requirements and technology advances are considered. Stage 1 is now due for completion at the end of January 2019.

#### 4.14 General Data Protection Regulation Compliance

The project will ensure that LFRS complies with the EU General Data Protection Regulation (GDPR) and new Data Protection Act (UK Law). The first 3 stages of the project have been completed, many of the deliverables have been achieved and a Data Protection Officer has been appointed. Stage 4, which includes policy and information sharing updates and improvements to external storage repositories is due for completion by the end of April 2019.

#### 4.15 Appliance Replacement Project

The Project will provide three replacement pumping appliances. Stage 1, which includes establishing user requirements and the vehicle procurement process is underway and due for completion at the end of March 2019. Receipt of the completed vehicles is scheduled for May 2020.

#### 4.16 CCTV Project

A project to update/replace existing CCTV systems on vehicles, and provide systems on those operational vehicles without existing CCTV. Following a procurement exercise a supplier selection process has been completed with RSG Engineering being chosen as the contractor to undertake the CCTV installation. Planning meetings will now take place with the supplier, an implementation plan will be available by the end of February 2019.

#### 4.17 Tactical Response Vehicle Appliance Project

A project to provide two additional tactical response vehicles. This project separates the TRV procurement from the appliance replacement project due to the considerably different delivery timescales.

The vehicle procurement exercise has been completed with Emergency One being chosen as the provider of the new TRVs. Receipt and fit out of the completed vehicles is scheduled for June 2019.

#### 4.18 Devolved Budget Management Project

A project to devolve budget management to department and district managers. The initial stage of the project involves a process review, system structure changes and establishing reporting requirements. The stage was due to be completed by the end of December 2018, however this date has been extended to the end of January 2019 following agreement by the Tactical Management Team at their meeting in December 2018. The final completion date does however remain unchanged and following implementation of the changes and the required training, the project will be completed and the budgets devolved for the start of the 2019/2020 financial year.

#### 4.19 Integrated Risk Management Plan (IRMP) 2020-2024 Project

A project to deliver the 2020-2024 IRMP for Leicestershire Fire and Rescue Service. Stage 1, which involves agreeing the approach and commencing preparation for early engagement is underway and due for completion by the end of January 2019. A report outlining the project scope and approach is being submitted to the CFA for consideration at its meeting on 6 February 2019.

#### 4.20 Survey Development Project

A project to improve the current use of surveys within the Service to gather feedback on performance. Stage 1, which involves capturing user requirements, market research and potential procurement of technical solutions is underway and due for completion by the end of March 2019.

#### 4.21 Vulnerable Persons Module Implementation Project

A project to develop and implement the Community Fire Risk Management Information System (CFRMIS) vulnerable person's module within the Safeguarding team. Stage 1, which involves capturing user requirements, agreement of processes and rules and development of the specification for the form integration is complete. The quotation for the development of the module has been received but will require approval of funds in the 2019/2020 capital bid prior to an order being placed. Stage 2, which includes the module development, data cleanse and migration and user acceptance testing is due to be completed by the end of June 2019.

### **Our Plan Action Plan 2018-21 - Appendix A – Updates**

#### **Aim 1 – Fewer incidents with lower impact**

#### 4.22 Implement a derelict building fire reduction plan

A working group has been established to support ongoing initiatives throughout

2018/19 to reduce the number of fires in derelict buildings. Work with Leicestershire Police, Leicester City Council and building owners continues in an attempt to reduce arson at these properties.

#### 4.23 Delivery of our Home Safety Check (HFSC) programme

Continuation of our HFSC visits programme. 4,953 checks were undertaken between 1 April and 31 December 2018, 248 of these were completed by partners. Successful entry was gained at 4,383 of the visits and advice was given 570 times on the doorstep.

#### 4.24 Implement a new arson-reduction plan

Initiatives to reduce occurrences of arson within Leicester, Leicestershire and Rutland by targeting hotspots are continuing in collaboration with our blue light partners. A new National Arson Strategy is being developed in conjunction with Cleveland Fire and Rescue Service, and the LFRS final reduction plan will be based on the outcomes of this work.

#### 4.25 Delivery of our fire prevention programme

Continuation of LFRS fire prevention activities. This year so far, 719 community safety activities have been undertaken, including; school visits, engagement with children's clubs and groups, station visits and road safety roadshows. The activities cover fire, road safety, water safety and arson education.

### **Aim 2 – Respond effectively to incidents**

#### 4.26 Implement new national operational guidance procedures

The work with neighbouring fire and rescue services to standardise the operational guidance procedures has been completed. The next phase is to install the agreed guidance on the mobile data terminals on the appliances. This complex work will start in March 2019 and take at least 12 months to implement.

#### 4.27 Implement a vulnerable person's module

The vulnerable person's module has been procured and is currently being configured and tested in preparation for implementation into our community fire risk management information system (CFRMIS). Approval of the funding for the additional development work is awaited, but it will ensure that the module integrates seamlessly with existing processes. The implementation is expected to be complete by August 2019.

#### 4.28 Improve our fire engine availability at On-Call stations

A number of initiatives are ongoing in relation to improving On-Call station fire engine availability, including targeted 'have a go day' recruitment activities. In addition, a project has been established to review the existing payment mechanisms, recruitment methods, training timescales and retention activities to

establish if further improvements can be made. The project will run until March 2020, although the longer term benefits may not be realised until after this time.

### **Aim 3 – Demonstrate value for money**

#### **4.29 Implement the outcomes of our building condition survey**

Prioritised work is continuing on the elements of the estate that need to be addressed following the estate condition survey. This includes drainage repairs, replacement boilers/heating controls and other mechanical and electrical work.

A procurement process has been undertaken to select a contractor to undertake the remaining immediate year 1 and year 2 repairs. The chosen supplier is expected to have the work completed by the end of May 2019.

#### **4.30 Install electric vehicle charging points**

Charging points have been installed at the 7 required stations and at the workshops to support the electric vans purchased for Community Educators. Commissioning of the final 2 charging points is scheduled for January 2019 at which point this action will be complete.

### **Aim 4 – An engaged and productive workforce**

#### **4.31 Deliver staff self-service capability within our resource management system**

The FireWatch resource management system will be updated to provide additional functionality to allow operational staff easier and more efficient access to the system. Work will commence following the successful upgrade to the latest version of the system and continue throughout 2019.

#### **4.32 Improve staff wellbeing, targeting mental health interventions**

There is a range of wellbeing and support activities detailed within the Human Resources and Occupational Health Unit plans to improve staff wellbeing, particularly in relation to mental health issues. Following a number of training events, a significant number of staff have now become Mental Health First Aiders and are able to identify the signs of mental health problems.

A series of “mindfulness” taster drop-in sessions were held during November and December, helping individuals to become more aware of their thoughts and feelings so that, instead of being overwhelmed by them, they are better able to manage them. Internally, a health and wellbeing SharePoint site has been created and the NHS campaign ‘Every Mind Matters’ raising awareness around mental ill health has been promoted.

The latest sickness reporting statistics up to the end of September 2018 show a reduction in the number of absences due to mental health related issues, particularly in support staff.

4.33 Undertake positive action activities during recruitment campaigns

The popular 'have a go days' are again being staged to provide individuals with an opportunity to try some of the physical elements of the recruitment process. Targeted work will continue in an attempt to reach groups or communities who are currently under represented in the Service.

**Aim 5 – Provide assurance**

4.34 Initiate the post 2020 Integrated Risk Management Plan (IRMP)

The project initiation document for the 2020 to 2024 IRMP was approved by the Tactical Senior Management Team at the end of October 2018. The IRMP scope and approach will be considered by the CFA at its meeting on 6 February 2019.

4.35 Assist with the Her Majesty's Inspection of Constabulary and Fire and Rescue Services (HMICFRS) inspection process

Following a significant amount of pre-work, the first HMICFRS discovery visit took place during 15-19 October 2018. A 'strategic brief' presentation then took place on 22 November 2018 and the formal inspection week was completed between 3-7 December 2018. A strategic debrief of the inspection week took place on 13 December 2018 and a full report is expected on the completed inspection process around May 2019.

4.36 Continue to meet the Transparency Code

An internal audit was undertaken at the end of September 2018 to check compliance with the transparency code. The outcomes of the audit were shared with the LFRS Senior Management Team in October 2018. A small number of areas of non-compliance were recorded and are being addressed via individual department plans.

4.37 Undertake audits to ensure our accounts, services and procedures are conducted appropriately

This action has been completed. KPMG have undertaken the financial audit for 2017/18 and have provided an 'unqualified opinion' on LFRS financial statements.

Leicestershire County Council continue to provide an internal audit service on a number of areas in the Service. Outcomes from these audits are recorded and managed accordingly via district and departmental plans.

**Report Implications / Impact**

5. Legal (including crime and disorder)

Legal issues are dealt with within each project. There are no items for Corporate



Governance Committee's attention.

6. 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.

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

Each project has its own risk register and risks identified will be addressed throughout delivery of each project.

There are no items for Corporate Governance Committee's attention.

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

Stakeholder engagement is considered within the delivery of each project.

9. Environmental

Environmental impacts are considered within the delivery of each project.

10. Impact upon Our Plan Objectives

These projects are designed to assist the CFA in meeting all of the objectives detailed in 'Our Plan 2018-21'.

### **Background Papers**

11. None.

### **Appendices**

12. None.

### **Officers to Contact**

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