

Status of Report: Public

Meeting: Corporate Governance Committee

Date: 17 July 2019

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 March 2019 in the delivery of projects within the Service Development Programme and to outline the tasks included in Appendix A of Our Plan 2019-22 progress for which will be reported to the Corporate Governance Committee.

Recommendation

2. The Corporate Governance Committee is asked to note the progress made since March 2019 in the delivery of projects within the Service Development Programme and the tasks that will be 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 the 26 tasks from Appendix A of Our Plan 2019-22 where progress will be reported to future meetings of the Corporate Governance Committee, subject to the CFA approval of Our Plan.

Background

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

Service Development Programme - Project Updates

5. Emergency Services Network (ESN)

The project will implement the local elements of the national Emergency Services Mobile Communications Programme

The revised programme for implementing the ESN has been received following the Government Public Accounts Committee meeting on 22 May 2019. The East Midlands is now scheduled to have the existing Airwave radio solution replaced by November 2021. The Project Initiation Document (PID) will be updated to reflect the changes.

Systel is scheduled to replace its existing firewalls from 8 July 2019 to the ESN compliant devices. In parallel to this LFRS is designing and testing some network segregation scenarios to assess suitability for adoption by the service to meet its ESN requirements.

Vehicle device testing continues and Derbyshire Fire and Rescue Service have been trialling the Wi-Fi provision that would be ideal for command and support vehicles.

6. Lutterworth Redevelopment

The original building work has been completed and the external entrance door has been successfully relocated to provide easier access into the building. The compressor room extension is the final deliverable of the project and is due to be completed by the end of August 2019.

7. 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 rollout has been completed. All stations have received the system and Headquarters staff were successfully migrated during the week commencing 17 June 2019.

8. Performance Development Review

The project will implement a new LMS (Learning Management System) and PDR (Performance Development Records) solution.

Work is underway with Infographics, the provider of the FireWatch system who will supply the LMS, to implement the key deliverables of the project.

There have been amendments to the project scope and an increase in the project budget for additional development work, which have been agreed by the Senior Management Team (SMT) and the Project Board. These changes will enable better usage of the system, in particular modules which have been brought previously but not used to their full potential. The changes and project budget are being updated in the PID.

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 contractor is working on the technical design and starting to deliver early performance reporting elements of the project. The approach being taken is being independently verified by an external consultant. Unfortunately this work has had to be paused for a short period of time due to personal reasons. The contractor will resume work as soon as is practicably possible.

The plan is for there to be regular roll-outs of functionality to ensure that the benefits are realised on an ongoing basis.

Work continues on the internal development of a SharePoint based project monitoring solution and the risk management elements of the project.

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 has been completed. Usage of the system commenced from the start of April 2019, however existing manual procedures will remain in place until final testing is completed and full confidence in the system is achieved.

The final stage of the project was not achieved within the revised completion date of the end of June 2019. An exception report was approved by June 2019 Tactical Management Team (TMT) revising the completion date until the end of July 2019.

11. **ALP Replacement**

This project has been created to procure and deliver a new aerial ladder platform to replace one of the existing vehicles.

A decision was made by the Combined Fire Authority in February 2019 to include the procurement of a replacement high reach appliance in the 2020-2024 IRMP consultation process. As result of this decision an exception report was approved by TMT in February 2019 to extend the timescales for this stage of the project to March 2020. Delaying the stage end date will also 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.

12. **GDPR Compliance**

The project will ensure that LFRS achieves compliance with the EU General Data Protection Regulation (GDPR) and new Data Protection Act (UK Law).

A Phase 1, stage 4 end stage report was approved by May 2019 TMT. It contained the tasks which have been completed within the stage and those which are proposed to be carried forward into Phase 2.

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).

The completion date of Phase 2 has been revised from July 2019 to December 2019

13. Appliance Replacement Project

The Project will provide replacement pumping appliances.

Emergency One was the only supplier to responded to the procurement exercise and therefore has been awarded the contract. The stage 1 end stage report which was approved by April 2019 TMT clarified the cost of the project as it has been agreed that 4 appliances should be purchased at the same time (3 from 2018/19 budget and 1 from 2019/20 budget). Receipt of the completed vehicles is scheduled for May 2020.

14. 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 was completed with RSG Engineering being chosen as the contractor to undertake the CCTV installation. However, following concerns regarding its ability to complete the work the contract was terminated.

The supplier who was second in the selection process have been approached to the undertake the work, negotiations are ongoing.

The scope of the project has not changed and it will still be delivered within the original project budget.

15. TRV Appliance Project

A project to provide two additional tactical response vehicles.

The vehicle builds have been completed, the vehicles have been registered and were delivered to Workshops on 7 June 2019.

Once the vehicles have radios and the appropriate equipment installed they will be ready for operational use.

The vehicles are expected to be ready for deployment in early July 2019.

16. Devolved Budget Management Project

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. Some training did move into April 2019 due the availability of trainers and trainees. Resolution of final outstanding items are being progressed prior to project closure. An exception report requesting an extension to the project closure date was approved by June 2019 TMT. The project closure has been extended to the end of September 2019.

17. IRMP 2020-2024 Project

A project to deliver the 2020-2024 IRMP for Leicestershire Fire and Rescue Service.

Stage 2 of the project has been completed; this involved generating and analysing the relevant data and information to inform the proposals.

The proposals were approved by the CFA at its meeting on 19 June 2019. Stage 3 of the project will include the actual public consultation on the proposals which will run between September and December 2019.

18. Survey Development Project

A project to improve the current use of surveys within the Service to gather feedback on performance.

A solution provided by SnapSurveys has been selected and is currently being procured.

Following procurement, design and implementation, the survey software was due to be available for use by the end of June 2019. However, due to time lost during the change of project manager, a slight delay to this date has been unavoidable.

A report is being submitted to July 2019 TMT requesting a revised implementation date.

19. Vulnerable Persons Module Implementation Project

A project to develop and implement the CFRMIS vulnerable person's module within the Safeguarding team.

Stage 2 of the project, which includes the module development, data cleanse and migration and user acceptance testing was due to be completed by the end of June 2019. However following the departure of the CFRMIS co-ordinator on a long term absence a decision to revise the project timescales was agreed by April 2019 TMT.

Further discussion at May 2019 TMT, stimulated by SMT requesting clarity on the reasons and timescales associated with the delay, resulted in the original decision to delay the stage until the end of January 2020 being upheld.

20. **On-Call Review Project**

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.

Stage 1 which includes the initial research and the development of crewing options and potential pilots was completed at the end of March 2019. The next stage involves the interpretation of findings from a user survey, development of recruitment, retention, mobilisation options and introduction of pilot schemes.

Stage 2 is due for completion by the end of October 2019.

21. **PPE Replacement Project**

A project to procure replacement operational personal protective equipment (PPE).

Stage 1 is underway and involves a review of the available frameworks, completion of an equality impact assessment and development of the procurement documentation. The stage was completed at the end of June 2019 and an end stage report is being submitted to July 2019 TMT.

Our Plan Action Plan 2019-22 - Appendix A Tasks

Subject to CFA approval of Our Plan 2019-22, the following tasks recorded in Appendix A of that document will be the items that the Corporate Governance Committee will receive updates on.

Aim 1 – Fewer incidents with lower impact

22. Review and exercise service continuity plans.
23. Complete a review of health and safety provision.
24. Deliver a new arson strategy.
25. Analyse data (equality monitoring) from community engagement events to help district and departments in developing action plans.
26. Develop and assurance process to indicate how effectively we identify new risks.

Aim 2 – Respond effectively to incidents

27. Reduce the time taken to mobilise resources to incidents.
28. Increase the availability of our On-Call appliances to respond to incidents.
29. Seek feedback from those that have had emergencies and work to ensure the public are satisfied with our response.
30. Exercise and test our response activities through planned local, regional and national scenarios.

Aim 3 – Deliver value for money quality services

31. Relocate and centralise our Learning and Development facilities.
32. Replace vehicles within our fleet (new fire engines, Tactical Response Vehicles and officer's cars).
33. Implement Skype for business to improve our telephony and communications systems.
34. Make the improvements to our estate identified in our building condition survey.
35. Procure replacement Personal Protective Equipment for our firefighters.

Aim 4 – An engaged and productive workforce

36. Implement a new Learning Management system.
37. Implement revised attendance management procedures.
38. Implement wellbeing interventions and processes to support health and wellbeing in the workplace.
39. Equip our managers with tools and skills to maximise equality, diversity and inclusion in recruitment and promotion processes.

Aim 5 – Provide assurance

40. Create, agree and publish the 2020-2024 Integrated Risk Management Plan.
41. Implement a performance management system.
42. Respond to the HMICFRS inspection report by creating and publishing relevant action plans.
43. Establish a policy framework and programme to review policies and procedures.
44. Implement changes in FireWatch to support a wide range of improvements to the management of employee personal data.
45. Implement risk assessments for new system procurements to ensure suppliers meet GDPR/Data Protection requirements for compliance.
46. 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.
47. Produce a communications plan to raise awareness of the whistleblowing policy, and inform staff how to raise concerns.

Report Implications/Impact

48. 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.
49. 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.

50. 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.

51. 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.

52. Environmental

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

53. 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.

Officers to Contact

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