

**Status of Report: Public**

**Meeting: Corporate Governance Committee**

**Date: 21 November 2018**

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

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**For: Discussion**

## **1. Purpose**

The purpose of this report is to inform the Corporate Governance Committee of progress made since September 2018 in the delivery of projects within the Service Development Programme and the tasks included in Appendix A of Our Plan 2018-21.

## **2. Recommendations**

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

## **3. Executive Summary**

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.

## **4. Background**

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.

All of the required information has now been provided and the contractor is ready to commence the work. As soon as an implementation date is provided by

the Manchester Airports Group the work can be completed.

#### 4.2 Wigston Redevelopment

This project has redeveloped Wigston Fire and Rescue Station to accommodate the Day Crewing Plus (DCP) duty system.

Construction work was completed on the 15 June 2018 and the internal fit-out was completed at the end of July.

The DCP staff are now operating successfully from the refurbished station. The final snagging items are expected to be completed by the end of November 2018, at which stage the project can be closed.

#### 4.3 Coalville Emergency Services Hub

The project created a hub for all 3 emergency services at Coalville Fire and Rescue Station.

The main construction work has been completed; the Police occupied the station on the 8 January 2018.

Agreement of the final invoices is still outstanding. The project will be closed on receipt of these and following approval of a project closure report.

#### 4.4 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.

The project will be closed on receipt of final invoices and approval of a project closure report.

#### 4.5 Braunstone Blues

This is a multi-agency partnership project that is targeted towards reducing public service demand within the Braunstone Park area of Leicester. Following discussion at the Strategic Partnership Board (SPB), it was agreed to close the project at the end of October 2018. The SPB will lead initiatives which continue to deliver the positive elements of the project.

A report summarising the achievements of the project was discussed at the final project board on 6 November 2018. The project will be closed on receipt of final invoices and approval of a project closure report.

#### 4.6 Emergency Services Network

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

The Public Accounts Committee approved a programme reset at their meeting on the 10 October 2018. As part of this process the Airwave contract has been extended by three years to 2022.

30 of the 38 items on the original remediation action plan have been completed, the remaining 8 items are significant in terms of the effort required to remediate them.

Systel have now confirmed their commitment to gain Cyber Essential accreditation for the control room infrastructure.

The Home Office have confirmed that a formal invitation to tender for the fixed vehicle devices will be issued by the end of the year. The process is expected to take 9 months.

ESN programme staff visited Leicestershire Fire and Rescue Service on 13 September 2018 to enable them to better understand how communications are used in the service.

#### 4.7 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.

#### 4.8 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 are 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 (TMT) in September 2018 revising the completion date to March 2019.

#### 4.9 Performance Development Review

The project will implement a new Learning Management System (LMS) and

Performance Development Records (PDR) solution.

The extended procurement stage was completed at the end of August 2018.

A proposal for progression is being assessed by the Senior Management Team (SMT) as part of the capital and resources bid process for 2019/2020.

#### 4.10 Vehicle Replacement 2017/18

The project has replaced the identified vehicles following the approval of the Fleet Review 2016 by the Combined Fire Authority.

All of the 34 replacement vehicles have been delivered, 31 of which are now operational.

An exception report was approved by September 2018 TMT revising the project completion data until the end of December 2018, this is to accommodate the installation of blue lights and livery on the 3 water rescue vehicles, the inclusion of dashboard camera fitting and disposal of the redundant vehicles.

#### 4.11 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 internal development. The required dashboard reporting solution will be supported by a new data warehouse.

A number of performance reporting scenarios have been created to enable an early development trial to take place to achieve a greater understanding of the complexity of delivering the business intelligence capability.

Options for the monitoring element of the project have also been provided by external suppliers which will be considered for inclusion in the final solution.

#### 4.12 Thermal Image Camera Replacement

The project has replaced the thermal image cameras throughout the service. The new cameras have been delivered to all stations, training has taken place and the equipment is operationally available.

The project will be closed on receipt of final invoices and approval of a project closure report.

#### 4.13 Fleet Monitoring System

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

RSG Engineering have been chosen as the successful provider.

An additional Stage added to the project to cover contract negotiations and execution within the Crown Commercial Service (CCS) Framework has been completed.

The implementation stage has now commenced and is expected to be completed by the end of December 2018.

#### 4.14 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 on 26 July 2018. Phase 2 of the project which runs until the end of November 2018 will provide the opportunity to maximise the use of IRS by allowing new data to be captured. Initially this will focus on the current fire investigation process.

#### 4.15 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 2018 and has been increased from 3 months to 4 as the supplier of the equipment has extended the loan period.

Additional usage of the equipment is being encouraged to ensure a meaningful benefits evaluation can be completed. The trial is due to be completed by the end of November 2018.

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

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

The first stage of the project, which includes defining the required specification for the final product is being extended to ensure that all requirements and technology advances are considered.

#### 4.17 General Data Protection Regulation Compliance

The project will ensure that LFRS achieves compliance 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.

#### 4.18 Appliance Replacement Project

The Project will provide three replacement pumping appliances. The updated project initiation document was approved by LFRS Senior Management Team (SMT) in September 2018, where it was agreed to remove the TRV procurement from the project scope.

Stage 1, which includes establishing user requirements and the vehicle procurement, is underway and due for completion at the end of March 2019. Receipt of the completed vehicles is scheduled for May 2020.

#### 4.19 CCTV Project

A project to update/replace existing CCTV systems on vehicles, and provide systems on those operational vehicles without existing CCTV.

Stage 1, which includes an audit of our current vehicles and the development of the required specification, was completed at the end of September 2018. Stage 2 is the procurement stage and is due to be completed by the end of February 2019.

#### 4.20 Tactical Response Vehicle Appliance Project

A project to provide two additional Tactical Response Vehicles (TRV), which separates the TRV procurement from the appliance replacement project due to the considerably different delivery timescales.

Stage 1, which includes establishing user requirements and the vehicle procurement is ongoing and due for completion at the end of January 2019. Receipt and fit-out of the completed vehicles is scheduled for June 2019.

#### 4.21 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, which is due to be completed by the end of December 2018.

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.

### **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 at sites such as Frog Island to reduce arson at derelict properties.

4.23 Delivery of our Home Safety Check (HFSC) programme

Continuation of our HFSC visits programme. 3,954 checks were undertaken between 1 April and 31 October 2018, 185 of these were completed by partners. Successful entry was gained at 3,689 of the visits and advice was given 450 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 this work.

4.25 Delivery of our fire prevention programme

Continuation of LFRS fire prevention activities. This year so far, 543 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 is progressing well and on target to be completed by the end of December 2018.

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). Some additional development will be required to 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 is being established to review the existing payment mechanisms, recruitment methods, training timescales and retention activities to establish if further improvements can be made.

### **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.

A procurement process has been undertaken to select a contractor to undertake the majority of the building repairs across the estate. Work by the chosen contractor will commence immediately.

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

Charging points have been installed at the 7 required stations and at the workshops to support the recently procured electric vans for Community Educators.

### **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 will be held during November and December, helping individuals to become more aware of their thoughts and feelings so that, instead of being overwhelmed by them, are better able to manage them.

#### **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. 11 On-Call and 6 Wholetime ‘have a go’ days have taken place so far this year with 302 attendees.



## **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 SMT at the end of October 2018. Work will now commence on agreeing the IRMP approach and the initial data analysis to support any future recommendations.

### **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 is taking place on the 22 November 2018 prior to the formal inspection week which commences on 3 December 2018.

### **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 SMT in October 2018.

A small number of areas of non-compliance were recorded and will be addressed via individual department plans.

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

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.

## **5. Report Implications / Impact**

### **5.1 Legal (including crime and disorder)**

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

### **5.2 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.

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

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

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

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

Stakeholder engagement is considered within the delivery of each project.

5.5 Environmental

Environmental impacts are considered within the delivery of each project.

5.6 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'.

**6. Background Papers**

None.

**7. Appendices**

None.

**8. Officers to Contact**

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