

LEICESTERSHIRE

FIRE and RESCUE SERVICE

Status of Report: Public Agenda Item: 7

Meeting: Policy Committee
Date: 14th January 2015
Subject: Key Projects Report
Report by: The Chief Fire and Rescue Officer
Author: Richard Chandler (Deputy Chief Fire and Rescue Officer and Director of Organisational Development)
For: Information Only

1. Purpose

This report informs the Policy Committee of progress being made in the implementation of the projects detailed in 'Our Plan' 2013/16. The information provided covers any project developments in the period since the Policy Committee meeting on 5 November 2014.

2. Executive Summary

Progress is reported in respect of 9 projects that are currently in various stages of development or implementation.

3. Report Detail

Current Status of Projects

3.1 **Organisational Change Project** - The non-Integrated Risk Management Plan (IRMP) work streams within the project were approved for implementation by the Combined Fire Authority (CFA) on 25th September 2014. The IRMP proposals within the project were also approved for consultation at the same meeting. The IRMP consultation ran from October until the end of December 2014. At the time of writing this report there have been over 1,000 responses to the consultation. These include 270 submissions via the website and approximately 70 letters and e-mails. There has also been a co-ordinated submission of approximately 700 pre-printed letters from communities in Rutland.

Internal and external consultation events have taken place with over 150 attendees; the final events took place on 9th December 2014. A report summarising the IRMP consultation outcomes will be submitted to the CFA in February 2015.

The outcomes of the Support Staff Review are being progressed and individual consultations are taking place with those individuals whose posts were identified as

being 'at risk'.

- 3.2 **Birstall Headquarters and Fire and Rescue Station** – The Headquarters building and the new station were occupied in April 2013. The old Headquarters and Syston Station have both now been sold and the capital receipts received.

The project will be formally closed on receipt of the final invoices, completion of repair of the outstanding defects and following approval of a project closure report. The date for completion of resolving the final defects has been extended until the end of February 2015.

- 3.3 **New Facilities in the Castle Donington area** - This project will deliver a new fire and rescue station in the Castle Donington area.

Procurement of an industrial unit close to East Midlands Airport for the purpose of implementing a Day Crewing Plus (DCP) duty system has been successfully completed. Designs for the final building refurbishment have been created in conjunction with operational management. Installation of the temporary accommodation is complete and the crews commenced full DCP operational duties from 12th August 2014. Subject to the approval of the recently submitted planning application and receipt of a licence from the Manchester Airport Group, construction work is due to commence on 5th January 2015.

Collaboration discussions have taken place with the East Midlands Ambulance Service (EMAS) regarding them utilising space at the new station. A further meeting to progress matters is planned for January 2015.

- 3.4 **Control and Mobilisation Improvement Project** – This project will complete the enabling works required to implement the new Tri-Service provided mobilising system. In advance of the new mobilising system Control staff have been successfully relocated from the old Headquarters to the refurbished 2nd Floor of Southern station.

The implementation of the new mobilising system was planned for 10th December 2014. However, this date has not been achieved. The Tri-Service Project Team are currently liaising with the supplier to re-plan implementation for February 2015.

- 3.5 **Aerial Ladder Platform Replacement Project** – A decision was made to purchase one Scania based three axle Angloco Bronto 32RLER Aerial Ladder Platform (ALP). The finished product will be delivered in February 2015. Internal training and stowage solutions will then be completed prior to the ALP being operationally available from June 2015.

- 3.6 **Premises Information Improvement Project** – The project plans to introduce improved business processes and deliver the vision of a single portal for access to all premises, location and risk information.

An exception report was approved by the Senior Management Team (SMT) in October 2014 resetting expectations in relation to future delivery dates. The feasibility report will now be presented at the end of March 2015.

The Open Wings upgrade took place on 9th October 2014. Process improvements will now be progressed along with the GMS to CFRMIS integration work which is all

planned to be completed by the end of quarter one 2015.

- 3.7 **SharePoint Infrastructure Architecture and Taxonomy Project** – The Project Initiation Document (PID) was approved by SMT in September 2014 allowing the discovery phase to be undertaken. It is due for completion by the end of January 2015.
- 3.8 **Green Car Salary Sacrifice Scheme Project** – The PID was approved at by SMT in November 2014. The project will implement a car salary sacrifice scheme by August 2015.
- 3.9 **Wide Area Network (WAN) Replacement Project** – The PID was approved by SMT in December 2014. Virgin Media have been selected to undertake the implementation. The contract has been signed and the preparatory work is underway. The implementation is due to commence in February 2015 and be completed by June 2015.

Major Changes on Project Deliverables

- 3.10 None.

Project Summaries

- 3.11 **Appendices 1 to 9** provide a summary of each project.

4. Report Implications / Impact

4.1 *Legal (including crime and disorder)*

Legal issues are dealt with within each project.

4.2 *Financial (including value for money, benefits and efficiencies)*

Financial issues are dealt with within each project.

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

Each project has its own risk register. Highlighted in the following paragraphs are any risks and issues of significance which are appropriate to bring to the Committee's attention.

None.

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

None.

4.5 *Environmental*

In all of its construction projects the CFA is aiming for a BREEAM rating of 'very

good'. Ecological studies are required to be undertaken as part of the planning process and due regard is given to the protection of wildlife and habitats.

4.6 *Impact upon Our Plan Objectives*

These projects are designed to assist the CFA meeting all of the objectives.

5. Recommendations

The Policy Committee is asked to note the report.

6. Background Papers

None.

7. Appendices

1. Organisational Change Project
2. Birstall HQ and Fire Station Project
3. Castle Donington Development Project
4. Control and Mobilisation Improvement Project
5. Aerial Ladder Platform Replacement Project
6. Premises Information Improvement Project
7. SharePoint IA and Taxonomy Project
8. Green Car Salary Sacrifice Scheme Project
9. WAN Replacement Project

Appendix 1

Project	Organisational Change Project					Current RAG	Green	Previous RAG	Green				
Project Objective	To successfully deliver the identified workstreams which will contribute towards the efficiency savings required by Leicestershire Fire and Rescue Service to meet the budget shortfalls predicted for 2015/16 and beyond.						Report Number	008					
Project Start Date	March 2014	Forecast End		TBC	Project Sponsor	Richard Chandler	Project Manager	Richard Hall					
Major Milestones (where a specific date isn't stated end of the month is assumed)	Due	Current RAG status	Previous RAG status	Milestones		Comments							
	Feb 2014	Completed	Completed	Project Identification		Milestone completed.							
	Sep 2014	Completed	Completed	Project Planning		Milestone completed.							
	March 2015	Green	Green	Project Delivery – Phase 1 Workstreams		Note: to be updated following decisions by the CFA in February 2015.							
	March 2016	Green	Green	Project Delivery – Phase 2 Workstreams									
	March 2017	Green	Green	Project Delivery – Phase 3 Workstreams									
	March 2018	Green	Green	Project Delivery – Phase 4 Workstreams		Note: depending on the options selected additional delivery phases may need to be added.							
	TBC	Green	Green	Project Closure									
Total Planned Benefits £0	2014/15	Planned Costs		£72,300	2015/16	Planned Costs		£	2016/17	Planned Costs		£	
		Actual Costs		£90,000		Actual Costs		£		Actual Costs		£	
		Planned Benefits		£333,373		Planned Benefits		£		Planned Benefits		£	
		Actual Benefits		£335,518		Actual Benefits		£		Actual Benefits		£	
	Notes	A budget of £50,000 has been identified for the IRMP consultation. £40,000 has been allocated for catering staff redundancy payments. August 2014 Policy Committee agreed a virement of £263,218 to the general reserve.											
Current Status	<ul style="list-style-type: none"> A draft IRMP consultation document and communication plan were submitted for review at Overview and Scrutiny Committee on 3 Sep. The final draft IRMP consultation document and a 'closed' paper on the support staff review were presented to the CFA on 25 September 2014. The IRMP proposals were approved for consultation and the support staff review proposals were approved for implementation. The IRMP consultation will run from October to the end of December 2014 and be supported by Opinion Research Services (ORS). Weekly 'Early Bird' communication sessions are continuing to take place at various locations to provide both support and operational staff the opportunity to hear the latest position and ask questions. To date there have been over 1,000 responses to the consultation. These include 270 website submissions, approximately 70 letters/e-mails and approximately 700 pre-printed letters from communities in Rutland. There were also over 150 attendees at the ORS public forums. 												

Appendix 2

Project	Birstall HQ and Fire Station Development Project				Project Number	C2011_01	Current RAG	Green	Previous RAG	Green		
Project Objective	Design and build of a new Headquarters and Fire Station at Birstall as identified in the IRMP (Integrated Risk Management Plan)								Report Number	036		
Project Start Date	June 2011	Forecast End		December 2013	Project Executive	Trevor Peel		Project Manager	Guy Goodman			
Major Milestones <small>(where a specific date isn't stated end of the month is assumed)</small>	Due	Current RAG status	Previous RAG status	Milestones			Comments					
	Jan 2012	Completed	Completed	End of Stage 1 – Complete pre-build			Stage completed.					
	April 2013	Completed	Completed	End of Stage 2 – Complete Build and move			Stage completed.					
	Dec 2013	Completed	Completed	End of Stage 3 – Decomm. existing HQ and Syston Stn.			Stage completed.					
	Dec 2013	Completed	Completed	End of Stage 4 – Close Syston			Stage completed.					
	Nov 2014	Green	Green	Project Closure			On completion of the outstanding defects					
Finances	2010/11	Budget	£ 843,949	2012/13	Budget	£8,422,593	2013/14	Budget	£561,155	2014/15	Budget	£293,232
		Actual	£ 843,949								Actual	£8,422,593
	2011/12	Budget	£ 800,250		Actual	£8,422,593		Actual	£561,155		Forecast	£293,232
		Actual	£ 800,255									
Total Project Budget £10,921,179	Notes	<ul style="list-style-type: none"> The detailed project budget of £11,071,179 contained in the PID was approved at SMT in January 2012. The CFA have previously approved the 2010/11 and 2011/12 actuals. They also approved a forecast for 2012/13 of £9,247,440 in February 2012. June 2012 CFA approved a carry forward figure of £56,720 which provides a 2012/13 budget figure of £9,304,160. The forecast budget of £122,820 for 2013/14 was also approved at Feb 2013 CFA and has been included in the capital prog. July 2013 CFA approved a carry forward figure of £881,567. December 2013 CFA approved a revised estimate, reducing the project budget by £150,000 to £10,921,179. June 2014 CFA approved a carry forward figure of £293,232. 										
Current Status	<ul style="list-style-type: none"> The Headquarters successfully opened on the 2 April 2013, with the Fire Station opening shortly afterwards on the 15 April 2013. The old HQ and Syston Station have both been sold and the capital receipts received. The project has been completed and will be closed following resolution of the final defects and approval of a project closure report. December 2014 Senior Management Team (SMT) approved an extension for the successful completion of the defects. This is now the end of February 2015. 											

Appendix 3

Project	New Facilities in the Castle Donington Area Project			Project Number	C2012_01	Current RAG	Green	Previous RAG	Green			
Project Objective	Design and development of Castle Donington Fire and Rescue Station.							Report Number	036			
Project Start Date	February 2014	Forecast End		March 2016	Project Executive	Rick Taylor		Project Manager	Guy Goodman			
Major Milestones <small>(where a specific date isn't stated end of the month is assumed)</small>	Due	Current RAG status	Previous RAG status	Milestones		Comments						
	December 2014	Green	Green	End of Stage 1 Phase A – Site Acquisition Phase B – Installation of temp Fire Station Phase C – Design of new facilities		Completed Completed December 2014						
	August 2014	Completed	Completed	End of Stage 2 – Decommission and closure of Moira Station		Completed						
	December 2015	Green	Green	End of Stage 3 – Complete Build activities and move								
	Mar 2016	Green	Green	Project Closure								
Finances	Year 2012/13	Budget		£ 56,224	2013/14	Budget		£ 11,733	2014/15	Budget		£ 3,138,267
		Actual		£ 56,224		Actual		£ 11,733		Forecast		£ 3,138,267
Total Project Budget £3,206,224	Notes	<ul style="list-style-type: none"> The original project estimate from the capital programme was £4.5m. December 2013 CFA approved a revised project forecast for years 2013/14 and 2014/15. A revised 2013/14 figure was submitted to February 2014 CFA and approved to purchase the required premises. A project cost figure of £2.5m for 2014/15 was submitted to Feb 2014 CFA, The total CFA approved budget is £3,206,224. The 2013/14 forecast has been reduced by £550,000 and the 2014/15 increased by the same amount as the building procurement will not take place in the current financial year. June 2014 CFA approved a carry forward figure of £638,267 										
Current Status	<ul style="list-style-type: none"> LFRS have purchased an industrial unit near to East Midlands Airport for the purpose of providing a DCP station in the area. The temporary accommodation has been installed and DCP has commenced. Updated programme dates were agreed within the stage 1 end stage report submitted to September 2014 SMT. Updated costs with an increased contingency were approved by Oct 2014 SMT. Building work is due to start on 5th January 2015 following a successful planning application and receipt of a license from the airport. Practical completion is due in December 2015. 											

Appendix 4

Project	Control and Mobilisation Improvement Project			Project Number	P2011_03	Current RAG	Red	Previous RAG	Red	
Project Objective	Delivery of a new LFRS Fire Control function and implementation of LFRS specific elements of the Tri-Service Control Project.							Report Number	036	
Project Start Date	January 2012	Forecast End		March 2015	Project Executive	Steve Lunn		Project Manager	Steve Lunn	
Major Milestones <small>(where a specific date isn't stated end of the month is assumed)</small>	Due	Current RAG status	Previous RAG status	Milestones		Comments				
	May 2012	Completed	Completed	End of Stage 1 – Complete pre-build		Stage completed.				
	28 Feb 2013	Completed	Completed	End of Stage 2 – Complete Build		Stage completed.				
	16 Dec 2013	Completed	Completed	End of Stage 2a – Control Early Relocation		Stage completed.				
	10 Dec 2014	Red	Red	End of Stage 3 – New mobilising system. Decommission exiting system		Revised stage completion date on target.				
	March 2015	Red	Red	Project Closure						
Finances	Year 2012/13	Budget		£ 725,427	2013/14	Budget	£ 612,260	2014/15	Budget	£1,250,578
		Actual		£ 725,427		Actual	£ 612,260		Forecast	£1,250,578
Total Project Budget £2,588,265	Notes	<ul style="list-style-type: none"> June 2012 CFA approved a carry forward figure of £500,000 which provided a 2012/13 budget figure of £2,500,000. This included the commitment of £2,046,500 to the Tri-Service project and £453,500 towards the cost of the refurbishment of the 2nd Floor at Southern Station, which was estimated to be £638,925. The additional £185,425 for the work at Southern was found from i) £146,500 from the Tri-Service Project and ii) £38,925 from the unallocated revenue contributions to capital carried forward from 2011/12 agreed by Policy Comm. on 29 Aug 12. An updated budget of £795,635, including construction costs of no greater than £650,000 was approved by SMT and CFA in December 2012 for the Control refurbishment at Southern Station. A figure of £22k was vired from the £795,635 budget to the Tri-Service project for regional procurement of the Control Room desks. The Southern Refurbishment budget has therefore been reduced to £773,635. The collective project budget for the LFRS element of the Tri-Service Project and the work at Southern is £2,595,635. July 2013 CFA approved a carry forward figure of £1,870,208. June 2014 CFA approved a carry forward figure of £1,250,578. The project budget was also reduced by £7,730 to £2,588,265 due to underspending on furniture. 								
Current Status	<ul style="list-style-type: none"> The Control staff have been relocated from the old HQ to the refurbished 2nd floor at Southern station. The new system had been delayed until the 10 December 2014. This date was not achieved. A revised LFRS date of February 2015 is being discussed between the supplier and the Tri-Service Project Board. 									

Appendix 5

Project	Aerial Ladder Platform Replacement Project			Project Number	C2013_01	Current RAG	Green	Previous RAG	Green			
Project Objective	Project to replace LFRS's Aerial Ladder Platform.							Report Number	019			
Project Start Date	May 2013	Forecast End		August 2015	Project Executive	Joe Tasker	Project Manager	Pat Deasy				
Major Milestones <small>(where a specific date isn't stated end of the month is assumed)</small>	Due	Current RAG status	Previous RAG status	Milestones		Comments						
	31 October 2013	Completed	Completed	Stage 1 – Pre-Build (Recommendations to SMT).		Stage completed						
	January 2015	Green	Green	Stage 2 - Build		Stage completion on target.						
	June 2015	Green	Green	Stage 3 - Implementation								
	August 2015	Green	Green	Project Closure.								
Finances	Year 2012/13	Budget		£ 1,018	2013/14	Budget		£ 2,089	2014/15	Budget		£ 646,893
		Actual		£ 1,018		Actual		£ 2,089		Forecast		£ 646,893
Total Project Budget £650,000	Notes	<ul style="list-style-type: none"> The original project estimate from the capital programme is £650,000. December 2013 CFA approved a revised project forecast for years 2013/14 and 2014/15. June 2014 CFA approved a carry forward figure of £217,461. 										
Current Status	<ul style="list-style-type: none"> The Project Initiation Document was approved at May 2013 SMT. Options and recommendations were presented to SMT in November 2013. The preferred Aerial Ladder Platform has been ordered. A revised PID detailing the build timescales and final costs was approved by SMT in February 2014. The build stage is progressing well; the final build is due for completion in January 2015. 											

Appendix 6

Project	Premises Information Improvement Project			Project Number	P2013_02	Current RAG	Green	Previous RAG	Red			
Project Objective	A project to improve business processes and to deliver the vision that is a single portal for access to all premises, location and risk information.							Report Number	010			
Project Start Date	February 2014	Forecast End		December 2015	Project Executive	Mark Andrew	Project Manager	Rachel Williams				
Major Milestones <small>(where a specific date isn't stated end of the month is assumed)</small>	Due	Current RAG status	Previous RAG status	Milestones			Comments					
	March 2015	Green	Red	Stage 1 – Feasibility study for web GIS solution and Open Wings upgrade,			Open Wings upgrade complete. Stage completion date revised.					
	March 2015	Green	Green	Stage 2 – CFRMIS v5 upgrade, GMS to CFRMIS integration complete, Web GIS procurement complete.								
	December 2015	Green	Green	Stage 3 – Web GIS live, New operational processes implemented.								
	December 2015	Green	Green	Project Closure.								
Finances	Year 2014/15	Budget		£ 58,435	2015/16	Budget		£ 0	2016/17	Budget		£
		Forecast		£ 58,435		Forecast		£ 0		Forecast		£
Total Project Budget £58,435	Notes	<p>The project estimate was £38,075. November 2014 Policy Committee approved a budget increase of £20,000 to £58,435 (£15k for the GIS to CFRMIS integration and £5k for the interim HFSC process).</p> <p>The potential additional costs following the feasibility study will be presented to SMT as part of the Stage 1 end stage report.</p>										
Current Status	<ul style="list-style-type: none"> The Open Wings upgrade was successfully implemented on 9 October 2014. An exception report was approved at October 2014 SMT which clarified the project deliverables and confirmed the revised implementation date of March 2015 for Stage 1 of the project. 											

Appendix 7

Project	SharePoint Infrastructure Architecture and Taxonomy Project			Project Number	P2014_01	Current RAG	Green	Previous RAG	Green			
Project Objective	A project to “discover” and analyse the information stored within SharePoint and develop a proposal to implement an improved and more efficient Information Architecture							Report Number	003			
Project Start Date	September 2014	Forecast End		February 2015	Project Executive	Richard Chandler	Project Manager	Jenny Kirby				
Major Milestones <small>(where a specific date isn't stated end of the month is assumed)</small>	Due	Current RAG status	Previous RAG status	Milestones			Comments					
	January 2014	Green	Green	Stage 1: Milestone 1 – Planning Milestone 2 – Discovery and Analysis Milestone 3 – Design and Report			Stage completion on target.					
	TBC	Green	Green	Stage 2 – TBC.			Dependant on the outcome of Stage 1.					
	TBC	Green	Green	Project Closure.								
Finances	Year 2014/15	Budget		£ 21,000	2015/16	Budget		£ 0	2016/17	Budget		£
		Forecast		£ 21,000		Forecast		£ 0		Forecast		£
Total Project Budget £21,000	Notes	The project estimate for stage 1 is £21,000. It was agreed at April 2014 SMT that £17,000 of the total budget will be met from the 2013/14 underspend. The remaining £4,000 will be met from the ICT revenue budget.										
Current Status	<ul style="list-style-type: none"> The PID was approved at September 2014 SMT. The initial planning and workshop design elements are underway. 											

Appendix 8

Project	Green Car Salary Sacrifice Scheme Project			Project Number	P2012_01	Current RAG	Green	Previous RAG	Green	
Project Objective	Implementation of a green car salary sacrifice scheme within LFRS.							Report Number	001	
Project Start Date	November 2014	Forecast End		November 2015	Project Executive	Adam Stretton	Project Manager	Gary Dixon		
Major Milestones <small>(where a specific date isn't stated end of the month is assumed)</small>	Due	Current RAG status	Previous RAG status	Milestones		Comments				
	April 2015	Green	Green	End of Milestone 1 – Preferred supplier identified and approved by SMT		Stage completion on target.				
	August 2015	Green	Green	End of Milestone 2 – Implementation of the scheme						
	Oct 2015	Green	Green	End of Milestone 3 – HMRC approval						
	Nov 2015	Green	Green	Project Closure						
Finances	Year 2014/15	Budget		£ 1,500	2015/16	Budget	£ 0	2016/17	Budget	£
		Actual		£ 1,500		Actual	£ 0		Forecast	£
Total Project Budget £1,500	Notes									
Current Status	<ul style="list-style-type: none"> The PID was approved at November 2014 SMT. The supplier selection stage can now commence. 									

Appendix 9

Project	WAN Replacement Project			Project Number	P2014_03	Current RAG	Green	Previous RAG	Green	
Project Objective	A project to replace our existing WAN (Wide Area Network) with a new, fast, fibre-optic WAN allowing faster access to our computer systems from any of our premises.							Report Number	001	
Project Start Date	November 2014	Forecast End		November 2015	Project Executive	Barry Barnes		Project Manager	John Palmer	
Major Milestones <small>(where a specific date isn't stated end of the month is assumed)</small>	Due	Current RAG status	Previous RAG status	Milestones		Comments				
	December 2014	Complete	Complete	End of Milestone 1 – Preferred supplier selected and order placed		Stage complete.				
	June 2015	Green	Green	End of Milestone 2 – Implementation of the new WAN at all locations		Stage completion on target				
	Nov 2015	Green	Green	Project Closure						
Finances	Year 2014/15	Budget		£ 184,000	2015/16	Budget	£ 0	2016/17	Budget	£
		Actual		£ 184,000		Actual	£ 0		Forecast	£
Total Project Budget £184,000	Notes									
Current Status	<ul style="list-style-type: none"> The PID was approved at December 2014 SMT. Virgin Media have been selected to undertake the implementations which commence in February 2015 and will be completed by June 2015. 									