

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 due to be agreed with the contractor shortly. A project closure report is expected to be submitted to the Tactical Management Team (TMT) meeting on 21 March 2019.

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. All construction work has been successfully completed and the training facility is operationally available. The project is now formally closed following approval of the project closure report at the TMT meeting on 21 February 2019.

4.4 Emergency Services Network

The project will implement the local elements of the national Emergency Services Mobile Communications Programme. Receipt of the revised programme schedule is expected by the end of March 2019. There is a Government Public Accounts Committee meeting in April 2019 where it is hoped that formal approval of the plan and dates will be agreed.

Based on the information available, the new radio functionality could be implemented in late 2020. Systel are currently assessing the impact of the support of the revised Airwave technology. This will need to be put in place as part of the Airwave sustainability activity.

Testing of potential vehicle devices is still in progress, the results will be shared as soon as they are available.

The next IT health check is being planned for the end of March 2019, some of that work will include the assessment of the ESN code of connection with regard to a testing strategy and the potential areas that LFRS should focus on. Following confirmation of the Home Office revised programme the current stages in the Project Initiation Document (PID) will be refreshed and resubmitted 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, however two changes to the final build are being progressed following approval by the project board.

Firstly the adaptation to an existing external door to provide easier access to the building is being actioned. This change is within the existing project budget. The second change is in relation to an additional external structure to accommodate a larger compressor. This work is currently being scoped and a range of options

are being investigated and costed.

As a result of the above, TMT have approved a revised date of the end of March 2019 to complete the first change and receive the options and a recommendation for the second.

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 are the chosen supplier and will be undertaking the work. The implementation is due to be completed by the end of March 2019.

4.7 Performance Development Review

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

Further meetings have taken place with Infographics, the provider of the FireWatch system who will supply the LMS, which have provided clarity around the revised project scope and deliverables. They have also highlighted areas where further development or inclusion of existing functionality which isn't currently being used could be adopted to meet the requirements of the organisation. The revised approach has been captured in an exception report which has been submitted to Senior Management Team (SMT) for approval prior to any changes being made.

4.8 Vehicle Replacement 2017/18

The project has successfully replaced the 34 identified vehicles following the approval of the Fleet Review 2016 by the Combined Fire Authority at its meeting on 6 February 2019. The project will be closed following approval of a project closure report which will be submitted to the TMT meeting on 21 March 2019.

4.9 Views Replacement

The project will replace the existing 'views system' used for performance management and also implement planning, risk management and project monitoring capability within the system.

The user requirements have been captured and have formed the scope for the development. The required dashboard reporting solution will be supported by a new data warehouse. Work on the data warehouse and report building has commenced and is planned to take approximately six months. During this period there will be regular roll-outs of functionality to ensure that the benefits are realised on an ongoing basis. The internal development of a SharePoint based

project monitoring solution is progressing well, similar development could also satisfy the planning and risk elements of the project deliverables. Due to the delays in securing the appropriate resource to undertake the work, TMT have approved a revised project completion date of the end of November 2019.

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 acceptance testing and training will now take place followed by the commencement of live usage, which is scheduled for the start of 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 July 2018.

Stage 4 of the project maximised the use of IRS, initially for the current fire investigation process and was successfully completed at the end of February 2019.

4.12 Aerial Ladder Platform (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 ALP 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 procure a like for like replacement.

4.13 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.

4.14 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.

4.15 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. The implementation of the CCTV is due to be completed by the end of July 2019.

4.16 Tactical Response Vehicle (TRV) Appliance Project

A project to provide two additional tactical response vehicles. The basic van procurement exercise has been completed. The vehicles are now with the build supplier Emergency One, who was chosen following a tender exercise to undertake the specialist fit out of the TRVs. Receipt and fit out of the completed vehicles is scheduled for June 2019.

4.17 Devolved Budget Management Project

A project to devolve budget management to department and district managers. The final implementation is on target for the end of March 2019 with budgets devolved for the start of the 2019/2020 financial year. Some training may however need to move into April 2019 due the availability of trainers and trainees.

4.18 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 involved agreeing the approach and commencing preparation for early engagement was completed following approval of the 'IRMP Project Scope and Approach' report at the CFA meeting on 6 February 2019.

Stage 2 will involve generating and analysing the relevant data and information, followed by formalising the proposals to be submitted to the CFA meeting in June 2019 when agreement will be gained on which proposals to take forward to consultation. Councillor Susan Barton and Mr Dan Harrison CC have joined the IRMP project board.

4.19 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.

4.20 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 involved capturing user requirements, agreement of processes and rules and development of the specification for the form integration is complete.

Stage 2, which includes the module development, data cleanse and migration and user acceptance testing is ongoing and due to be completed by the end of June 2019.

4.21 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 is underway and due for completion at the end of March 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

Work continues with Leicestershire Police, Leicester City Council and building owners in an attempt to reduce arson in derelict properties. As a result of these working groups, an initiative to add site specific action plans for derelict buildings is being developed. These action plans, linked to the PORIS (Provision of Risk Information Systems) process will be loaded on to our Mobile Data Terminals (MDTs) to ensure that up to date risk information is available when incidents at derelict properties are attended by fire fighters.

4.23 Delivery of our Home Safety Check (HFSC) programme

Continuation of the HFSC visits programme. 5,528 checks were undertaken between 1 April and 31 January 2019, 284 of these were completed by partners. Successful entry was gained at 4,906 of the visits and advice was given 622 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. However, until this strategy is finalised, joint working with Cleveland Fire and Rescue Service will continue to establish best practice across both services based on previous initiatives and campaigns to ensure that reduction activities are proactively implemented.

4.25 Delivery of our fire prevention programme

Continuation of LFRS fire prevention activities. This year so far, 774 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). 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, the result of which has seen our On-Call appliance availability increase to 64.99% for the month of January 2019.

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.

The contractor undertaking the work on the remaining immediate year 1 and year 2 repairs has confirmed that 8 premises have now been completely finished, with a further 9 due to be completed by the end of April 2019.

Improvements include roof repairs, installation of new boilers and heating controls and the replacement of windows.

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 at Coalville and Lutterworth stations are still outstanding but are due to be completed shortly.

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 which is taking place on 27 February 2019 and continue throughout 2019.

4.32 Improve staff wellbeing, targeting mental health interventions

A range of wellbeing and support activities have been undertaken throughout 2018/2019 to improve staff wellbeing, particularly in relation to mental health issues. Mental Health First Aider courses continue to be held which enable staff to identify the signs of mental health problems; promotion of the NHS campaign 'Every Mind Matters' raising awareness around mental ill health continues.

4.33 Undertake positive action activities during recruitment campaigns

The popular 'have a go days' are still 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. For example, a 'have a go day' targeting those that may be at home during the day, has recently been held, to increase the diversity of applicants to the On-Call section.

Aim 5 – Provide assurance

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

As highlighted in section 4.18, the IRMP scope and approach was approved by the Combined Fire Authority at its meeting on 6 February 2019. Work has now commenced on generating and analysing the relevant data and information to enable the creation of the proposals which will be submitted to the CFA meeting in June 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 June 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.

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