

**Status of Report:** Public

**Meeting:** Corporate Governance Committee

**Date:** 18 September 2019

**Subject:** Service Development Programme and 'Our Plan 2019-22'  
– Appendix A tasks

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

**Author:** Chris Moir, Planning Manager

**For:** Discussion

### **Purpose**

1. The purpose of this report is to inform the Corporate Governance Committee of progress made since July 2019 in the delivery of projects within the Service Development Programme and the tasks included in Appendix A of Our Plan 2019-22.

### **Recommendation**

2. The Corporate Governance Committee is asked to note the progress made since July 2019 in the delivery of projects within the Service Development Programme and the tasks that are included in Our Plan 2019-22.

### **Executive Summary**

3. Progress is reported in respect of 16 projects that are currently in various stages of development or implementation. The report also includes progress against the 26 tasks from Appendix A of Our Plan 2019-22.

### **Background**

4. This section provides the Committee 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 revised programme has been received following the Government Public Accounts Committee meeting on 22 May 2019. The latest estimate suggests that we are now scheduled to have the existing Airwave radio solution replaced by mid-2022.

The scheduled firewalls replacement work was undertaken between 2 - 5 September 2019. The management of this activity has been handed over to the Tri-Service project team so they can ensure that service delivery is not affected.

The network segregation scenarios have been developed and are being reviewed. The wireless vehicle device testing continues in Derbyshire; the testing has been extended to 4 vehicles with the results expected at the end of September 2019.

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

The project will be closed following receipt of the final invoices and approval of the project closure report.

## **8. Performance Development Review**

The project will implement a new Learning Management System (LMS) and Performance Development Records (PDR) 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 which have been agreed by SMT and the Project Board. These changes will enable better usage of the system, in particular modules which have been bought previously but not utilised to their full potential.

Project delivery was scheduled for the end of December 2019, however this date may be delayed due to the dependency on the release of software by the supplier.

## 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 initial approach completed by the system developer, an agency resource, has been reviewed. Following assessment of this work it was decided not to retain their services. A revised solution for resourcing the development work will need to be established to allow the project to progress.

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 have remained in place until final testing is completed and full confidence in the system is achieved.

The final stage of the project wasn't achieved within the revised completion date of the end of July 2019. An exception report was approved by the Tactical Management Team (TMT) in August 2019 revising the final stage to the end of October 2019 and project closure to December 2019. The proposed live date is the 1 October 2019.

## 11. **ALP Replacement**

This project has been created to procure and deliver a high reach appliance to replace one of the existing Aerial Ladder Platform 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 Integrated Risk Management Plan consultation process. As a 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 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).

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 respond to the procurement exercise and therefore have 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 but may be delivered as early as December 2019.

### **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 a company chosen as the contractor to undertake the CCTV installation. However, following concerns regarding their ability to complete the work their contract was terminated.

Exeros, who were second in the supplier selection process have been approached and have agreed to undertake the work.

To accommodate the inevitable delay in the schedule, an exception report was approved by August 2019 TMT revising the implementation stage to the end of January 2020 and the project closure to March 2020.

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

### **15. 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 the

2019/20 financial year due the availability of trainers and trainees. Resolution of final outstanding items are being progressed prior to project closure.

June 2019 TMT approved an extension of the project closure date from the end of May 2019 to the end of September 2019.

**16. 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, it 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 3 September and 25 November 2019.

**17. 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 procured. Surveys to support Home Safety Checks and Community Safety events have been created and deployed during August 2019.

TMT, at it meetng in July 2019, approved an extension to the project implementation date from July 2019 to the end of September 2019.

**18. 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 due to supplier commitments a decision to revise the project timescales was agreed by April 2019 TMT. The revised stage 2 completion date is now the end of January 2020.

**19. 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 included 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.

## **20. PPE Replacement Project**

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

Stage 1 of the project which involved a review of the available frameworks, completion of an equality impact assessment and development of the procurement documentation was successfully completed at the end of June 2019.

LFRS have signed a letter of engagement to be involved in the Yorkshire and Humber Region collaboration PPE project, where we are looking to achieve improved PPE at an affordable price by combining our purchasing power with other services.

Stage 2 is due to be completed by the end of January 2020 and includes PPE trials and formal contract award.

## **Our Plan Action Plan 2019-22 - Appendix A Tasks**

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

#### **21. Review and exercise service continuity plans.**

In June 2019 the Service recruited a dedicated Business Continuity Planner. They have been tasked with undertaking a review of business continuity within the Service. So far they have reviewed and updated the Service Continuity Policy and supporting Procedure, developed a first draft of the department and station plans and started a programme of testing and exercising of existing theme specific plans.

In line with a recent National Fire Chiefs Council (NFCC) instruction, work has also begun to test business continuity arrangements “through the lens of Brexit planning.” This has resulted in a risk-based programme of testing of emergency generator capabilities, with three stations being competed at this time. In addition a multi-agency test of fuel shortage plans is to take place in September 2019.

#### **22. Complete a review of health and safety provision.**

A peer review, being undertaken by Cambridgeshire Fire and Rescue Service, will commence in September; expected completion October 2019. We have evaluated our current health and safety investigation processes and identified improvements. We have updated our health and safety policy and are working

on reviewing procedures. Outcomes from the peer review will inform these reviews.

**23. Deliver a new Arson Strategy.**

The NFCC released a National Arson Strategy in July 2019. There is an emphasis on working with the Police and partners to reduce the incidence and impact of arson on communities. We have used this new strategy and existing guidance to inform a review of our current Memorandum of Understanding (MOU) with the Police regarding a seconded officer. If this review is successful, the Arson Strategy can be produced in draft form by December 2019.

**24. Analyse data (equality monitoring) from community engagement events to help district and departments in developing action plans.**

Currently community engagement events capture data to ensure LFRS is able to engage with as a diverse cross section of the community as possible. The data is analysed at the internal Tactical Equality Diversity and Inclusion Board (TEDIB) meeting along with input from the Service's Equality, Diversity and Inclusion lead. Feedback from community events and TEDIB allows for District Managers to be informed of upcoming events as well as community groups which may not have benefited from previous interaction with LFRS. In order to better provide event equality data a new survey tool has been introduced into the service.

**25. Develop and assurance process to indicate how effectively we identify new risks.**

We identify risks by two methods; data driven and station staff led. We are collecting data to identify which is more effective with the first reports due in December 2019. Working with stakeholders locally, regionally and nationally we are creating measurement processes and linking to national guidance to deliver an assurance process which is future proof.

**Aim 2 – Respond effectively to incidents**

**26. Reduce the time taken to mobilise resources to incidents.**

The reintroduction of status messaging and turn-out training sessions has seen the time taken to mobilise to incidents reduce from 2 minutes 12 seconds for Wholetime in 2018/19 to 1 minute 43 seconds in 2019/20.

The time taken to mobilise On-Call appliances has also reduced from 6 minutes 51 seconds to 6 minutes 32 seconds over the same reporting period.

**27. Increase the availability of our On-Call appliances to respond to incidents.**

Targeted campaigns for On-call recruitment together with the introduction of initiatives from the On-Call project has seen On-Call availability increase from 56.7% 2018/19 to 61.5% 2019/20.

**28. Seek feedback from those that have had emergencies and work to ensure the public are satisfied with our response.**

Following feedback from the public, 100% of the 84 people who completed 'After the Incident' surveys between April and August 2019 stated they were 'very satisfied' with the service they received from LFRS.

**29. Exercise and test our response activities through planned local, regional and national scenarios.**

A new exercise procedure has been introduced, stations are undertaking both planned regular exercises based on the station's risk profile, and also exercises where no prior notice is given.

**Aim 3 – Deliver value for money quality services**

**30. Relocate and centralise our Learning and Development facilities.**

The Combined Fire Authority, at its meeting in June 2019, agreed for outline work to be progressed on establishing a centralised learning and development centre. Detailed specifications are being put together that will identify the full scope and site requirements.

**31. Replace vehicles within our fleet (new fire engines, Tactical Response Vehicles and officer's cars).**

Two new Tactical Response Vehicles have been delivered and are operational. The replacement of officers' cars is progressing with completion on schedule for the end September 2019. The replacement fire engines are on order with completion now anticipated for the end of December 2019.

**32. Implement Skype for business to improve our telephony and communications systems.**

Skype for business has been installed across all service locations and is operational. Some initial snagging issues were resolved through the provision of enhanced ICT server capacity.

**33. Make the improvements to our estate identified in our building condition survey.**

All the works from 2018 are now complete. Priority work from the 2019 plan for replacement boilers at Southern Station has been completed. The remaining identified works are to be procured and tendered.

**34. Procure replacement Personal Protective Equipment for our firefighters.**

A joint procurement with Yorkshire and Humberside Fire Services is underway. Tender applications will be received in early September 2019, following which an evaluation process will take place. It is anticipated that a preferred supplier will be identified early in 2020. Our current contract terminates in April 2021.

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

**35. Implement a new Learning Management system.**

The project to implement the system may be subject to delay due to supplier software release dates, as yet unknown. Work remains ongoing with regard to data preparation for implementation of the new system, including re-aligning internal processes and procedures.

**36. Implement revised attendance management procedures.**

A draft Policy and procedure has been devised and is currently subject to consultation prior to implementation. This is on target for completion by March 2020.

**37. Implement wellbeing interventions and processes to support health and wellbeing in the workplace.**

A revised policy and procedure has been devised and is currently subject to consultation. All line managers are trained as Mental Health First Aiders, with a rolling programme annually to train newly promoted managers and refreshers. Post incident support process to support wellbeing of staff involved is available to be further strengthened in 2020. This is on target for completion by December 2019.

**38. Equip our managers with tools and skills to maximise equality, diversity and inclusion in recruitment and promotion processes.**

Learning and training for managers is being delivered in 2 phases. Phase 1, which is practical interviewing skills (recruitment and promotions), will include a focus on positive action, legal responsibilities and countering unconscious bias. This will be delivered by end of September 2019. Phase 2 is a modular programme currently in development which will include additional modules of candidate attraction and the end-to-end recruitment/promotion process. This is on target for completion by March 2020.

The required level of manager interaction is discussed at the Tactical and Strategic Equality Diversity and Inclusion Boards. The service also benefits from an Outreach Team who are able to promote positive action and are available to attend events which may have been organised at the appropriate manager level. Managers benefit from being able to contact the service Equality, Diversity and Inclusion lead to ensure processes are consistent.

#### **Aim 5 – Provide assurance**

##### **39. Create, agree and publish the 2020-2024 Integrated Risk Management Plan (IRMP).**

The 2020-2024 consultation proposals document has been created and is being publicised on the Service's IRMP website. The website also contains further data analysis and a link to the survey questionnaire. The communication plan is being implemented, with over 3,700 stakeholders being invited to participate via email. Engagement through social media will extend our reach by engaging with a further 20,000 contacts who currently follow us on Facebook and Twitter.

The consultation commenced on 3 September, it will run for 12 weeks and close at midnight on 25 November 2019.

##### **40. Implement a performance management system.**

The project is currently experiencing delays due to the availability of suitable external resources to undertake the data warehouse and dashboard reporting development work. Employing resource from an agency proved problematic, therefore opportunities are being explored with local universities to potentially provide an opportunity for a graduate to undertake the role.

The project implementation date is likely to be delayed due to the difficulties in securing the appropriate resource.

##### **41. Respond to the HMICFRS inspection report by creating and publishing relevant action plans.**

Following meetings with Strategic Leads, an Action Plan has been produced to deal with all the Areas for Improvements (AFIs) contained within the HMICFRS report. This complies with guidance given to CFA members that the plan should be produced by 15 August 2019 (56 days from the time of report).

The report will be published on our website.

Actions are already being input into department plans to ensure the AFIs are progressed. This will be monitored by the Service Liaison Officer (SLO).

**42. Establish a policy framework and programme to review policies and procedures.**

A Policy Officer has now been employed and is reviewing current policies and procedures and working on a proposal to improve policy governance, creation and ownership. A framework will soon be in place with a programme to identify, review and write policies going forward.

**43. Implement changes in FireWatch to support a wide range of improvements to the management of employee personal data.**

A new improved access security model has been developed providing better compliance with privacy legislation. Self-service interface testing commenced for staff to update their personal details and the establishment structure has been re-aligned to reflect reality following recent changes.

**44. Implement risk assessments for new system procurements to ensure suppliers meet GDPR/Data Protection requirements for compliance.**

This task is due to start in October 2019 and be completed by the end of January 2020.

**45. 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.**

Work to create a website survey that captures the experiences our communities have when accessing the website is complete. The survey has been live since July and we have already received over 198 responses from people with differing gender and age ranges, with over 88% saying they found the information useful and 92% saying they would visit the website again in the future. The feedback will be used to inform future decision making about the style, content and feel of our website.

**46. Produce a communications plan to raise awareness of the whistleblowing policy, and inform staff how to raise concerns.**

A campaign to improve the confidence of our workforce to blow the whistle when they believe they recognise wrongdoing has taken place. We communicated messages in the form of a short animation, articles in Service Matters (internal magazine) and posters being displayed in Service buildings. These will be repeated periodically in order to ensure we remind staff about whistleblowing and the importance of it.

## **Report Implications/Impact**

47. 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.

48. 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.

49. 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.

50. 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.

51. Environmental

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

52. 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**

Rick Taylor, Chief Fire and Rescue Officer

0116 2105555

[rick.taylor@lfrs.org](mailto:rick.taylor@lfrs.org)

Chris Moir, Planning Manager

0116 2105555

[christopher.moir@lfrs.org](mailto:christopher.moir@lfrs.org)