

Status of Report: Public

Meeting: Corporate Governance Committee

Date: 20 November 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 September 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 September 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 17 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

Emergency Services Network (ESN)

5. The latest revised programme suggests that the existing Airwave radio solution is scheduled to be replaced by mid-2022. No detailed plan has yet been issued by the Home Office despite advising it is imminent.

6. Four of the Integrated Communications Control System (ICCS) suppliers have been contracted by the Home Office directly to develop an ESN compliant ICCS system. The supplier list does not include Systel although there is a suggestion that they may be included in a further request.
7. Three work packages have been received from the ESN coverage team to carry out some checks on the Service's critical operational location data. This will be a desk top exercise and take approximately one week to complete.
8. Publication of the vehicle device testing results has been delayed due to Derbyshire FRS being busy with flood activity. The specification for vehicle devices should be available by the end of the year as the formal procurement process has now been completed.

Lutterworth Redevelopment

9. The original building work has been completed and the external entrance door has been successfully relocated to provide easier access into the building. The additional compressor room extension and compressor installation were the final deliverables of the project; these were successfully completed at the end of October 2019. The project will be closed on receipt of final invoices and approval of a project closure report.

Skype for Business Project

10. 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.
11. The project will be closed following receipt of the final invoices and approval of the project closure report at the Tactical Management Team (TMT) meeting in November 2019.

Performance Development Review

12. The project will implement a new Learning Management System (LMS) and Performance Development Records solution.
13. Work is underway with Infographics, the provider of the FireWatch system who will supply the LMS, to implement the key deliverables of the project.
14. Full Project delivery scheduled for the end of December 2019 is now unlikely. This is as a result of unplanned and unexpected delays in the release of software by the supplier and identified issues in the core system. The latter being subject to a project definition workshop to facilitate future solutions.

Views Replacement

15. 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.
16. To progress the development of the data warehouse, following difficulties sourcing an appropriate developer, the project board have agreed to undertake a supplier tender process to secure the required design and build elements of the project. This is a similar approach to Nottinghamshire FRS. To ensure a robust solution is achieved this will be supported by workflow designs created by the University of East Anglia.

Fleet Monitoring System

17. The project will implement a system that allows effective and efficient management of Fire Service vehicles. The installation of the system on all required vehicles has been completed. Following successful testing the system went live on 1 October 2019. The project will be closed on receipt of final invoices and approval of the project closure document which is scheduled for the end of December 2019.

Aerial Ladder Platform (ALP) Replacement

18. This project has been created to procure and deliver a high reach appliance to replace one of the existing ALP vehicles.
19. 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 (IRMP) consultation process. As a result of this decision, the timescales for the current stage have been amended to March 2020 when the outcomes of the IRMP will have been agreed. 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.

GDPR Compliance

20. The project will ensure that LFRS achieves compliance with the EU General Data Protection Regulation (GDPR) and new Data Protection Act (UK Law).
21. Phase 1, stage 4 end stage report was approved by TMT in May 2019. It contained the tasks which have been completed within the stage and those which are proposed to be carried forward into Phase 2.
22. 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).

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

Appliance Replacement Project

24. 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. Delivery of the 4 appliances is ahead of schedule and are expected by the end of November 2019, 6 months earlier than planned. Stowage and equipment fit out will then need to take place prior to the appliances becoming operationally available.

CCTV Project

25. A project to update/replace existing CCTV systems on vehicles, and provide systems on those operational vehicles without existing CCTV. Following a procurement exercise Exeros have been appointed to undertake the work.
26. The installation on the test vehicle has been completed successfully. Full roll out will now take place and be completed by the end of January 2020.

Devolved Budget Management Project

27. 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. Resolution of final outstanding items has been affected by the departure of the project manager. A closure date towards the end of 2019 is now most likely.

IRMP 2020-2024 Project

28. A project to deliver the 2020-2024 IRMP for Leicestershire Fire and Rescue Service. Stage 2 of the project has been completed and involved generating and analysing the relevant data and information to inform the proposals.
29. The proposals were approved by the CFA at its meeting on 19 June 2019. Stage 3 of the project includes the actual public consultation on the proposals which began on 3 September and is open until midnight on 25 November 2019.
30. So far over 40,000 people have been engaged via different communication mechanisms (predominantly social media and email). As at 4 November 2019, 181 online consultation questionnaires had been completed.

Survey Development Project

31. 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 implemented. A number of surveys have been created including surveys to support Home Safety Checks, Community Safety events and for internal feedback purposes.

32. The project will be closed on approval of a project closure report which is scheduled for the end of November 2019.

Vulnerable Persons Module Implementation Project

33. A project to develop and implement the vulnerable person's module within the Safeguarding team. The module development work has been completed and is currently being tested. Completion of this user acceptance testing is due to be completed by the end of January 2020.

On-Call Review Project

34. 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.
35. Stage 1 which included the initial research and the development of crewing options and potential pilots was completed at the end of March 2019. Limited progress has however been made on stage 2 due to other service priorities. It is likely that the deliverables in stage 2 which include: the interpretation of findings from a user survey, development of recruitment, retention, mobilisation options and introduction of pilot schemes will be delayed until the end of January 2020.

PPE Replacement Project

36. 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.
37. The project board has chosen not to progress a managed service solution from the Yorkshire and Humber Region collaboration PPE project based on the initial tenders. It appears that the NFCC National Framework solution offers the better value for LFRS. Completion of the evaluation, supplier selection and contract award is all within stage 2 of the project which is due for completion by the end of January 2020.

Virtual Fatal 4 (VF4) Replacement Project

38. A project to develop a VF4 van to replace the existing VF4 car. The project initiation document was approved by the Senior Management Team (SMT) in September 2019. The first stage of the project will involve identification and procurement of a suitable van and the analysis and procurement of the most appropriate hydraulic chairs. The first stage is due to be completed at the end of December 2019.

Our Plan Action Plan 2019-22 - Appendix A Tasks

Aim 1 – Fewer incidents with lower impact

Review and exercise service continuity plans.

39. A review of Service business continuity plans is ongoing, with a new template for station and departmental plans having been introduced. Existing plans are being reviewed and updated detail is transferred to the new template.
40. The Service Continuity Policy and Procedure has been reviewed and amended to acknowledge best practice. These documents are pending submission to SMT and the Tactical Management Team respectively for approval.
41. Targeted risk-based Business Continuity testing and exercising has begun. Our emergency generator resilience has been tested across the operational estate, to examine preparedness in case of a regional power outage. A 'no notice' fuel shortage exercise has been conducted involving all stations that hold bunkered fuel stocks. This was designed to test the Service's readiness in case of fuel supply restrictions arising from the EU Exit position.
42. Engagement with the Local Resilience Forum and partner agencies is developing with our attendance at a multi-agency chemical spillage exercise. There is continued ongoing blue light services EU Exit testing, through a programme of table top scenario exercises.

Complete a review of health and safety provision.

43. The review has taken place in September. The peer report and verbal feedback is being presented to SMT in November 2019. A final report will be submitted for Senior Managers in the New Year to make decisions based on the review. This will present actions to deliver from March 2020.

Deliver a new Arson Strategy.

44. The Police officer seconded to LFRS has been recalled to the Police force. A new draft Memorandum of Understanding is being drafted. A meeting has been arranged with Senior Police officers to discuss the new arson strategy and develop a way forward. It is likely the recalling of the officer will impact on achievement of the March 2020 target for completion.

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

45. Community engagement event data is analysed at both station level and also by the Community Safety Team based at Headquarters. In this way community engagement can be inclusive across all communities of Leicester, Leicestershire and Rutland. As part of the Equality Framework Document gap analysis a plan has been produced by the service Equality Diversity and Inclusion lead to ensure engagement at station level. This is to help recognise

and engage with all diverse sections of the community. In order to assist stations with diverse engagement each monthly Tactical Equality Diversity and Inclusion Board (TEDIB) meeting is held at a different station location. This is to provide support to the stations from both TEDIB and each Network Lead at upcoming events as well as helping with community engagement initiatives. The survey application is now also being utilised within the Community Safety Educators team to capture feedback in order to better evaluate community safety events.

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

46. This work stream is on track for March 2020 completion. The assurance process is being developed with senior stakeholders. Early indications from this new piece of work show that new risks identified by crews produce nearly twice as much new Site Specific Risk Information as from risks identified from data driven sources. If proven this would inform the approach going forward.

Aim 2 – Respond effectively to incidents

Reduce the time taken to mobilise resources to incidents.

47. 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 appliances in 2018/19 to 1 minute 38 seconds in 2019/20.
48. The time taken to mobilise On-Call appliances has also reduced from 6 minutes 51 seconds to 5 minutes 58 seconds over the same reporting period.

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

49. Targeted campaigns for On-Call recruitment together with the introduction of initiatives from the On-Call project, including the introduction of Tactical Response Vehicles at two On-Call stations has seen availability increase from 56.7% in 2018/19 to 63.44% in 2019/20.

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

50. Following feedback from the public, 100% of the 131 people who completed 'After the Incident' surveys between April and October 2019 stated they were 'very satisfied' with the service they received from LFRS.

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

51. Between April and October 2019, stations have completed 37 exercises to test their procedures against the risk profile for that location. These exercises have also included a number of multi-agencies to test the Joint Emergency Services Interoperability Program principles are embedded within the Service.

Aim 3 – Deliver value for money quality services

Relocate and centralise our Learning and Development facilities.

52. The Combined Fire Authority, was updated on this project at its meeting in September 2019, and a further paper will be presented to the CFA in December 2019 outlining the indicative scope, costs and timescales for the development.

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

53. Two new Tactical Response Vehicles have been delivered and are operational. The replacement of officers' cars has also been completed and those vehicles are also operationally available. The replacement fire engines are on order with completion now anticipated for the end of December 2019.

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

54. Skype for business has been installed across all service locations and is operational. The project is therefore complete and will be closed following payment of final invoices and approval of the project closure report at the TMT meeting in November 2019.

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

55. All the works from 2018 are now complete. Priority work from the 2019 plan is on schedule. These improvements include boiler works at Headquarters and locker room improvements at Western Station. Evaluation of the remaining survey tasks from the 2016 condition survey is taking place against newer service priorities.

Procure replacement Personal Protective Equipment for our firefighters.

56. Following review of the tenders submitted to Yorkshire and Humberside Fire Services it has been decided not to pursue a contract through that framework. The procurement of PPE will now be undertaken through the NFCC Kent framework, this will not impact on the time, cost or quality of the equipment purchased. Our current contract terminates in April 2021.

Aim 4 – An engaged and productive workforce

Implement a new Learning Management system.

57. 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.

Implement revised attendance management procedures.

58. 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.

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

59. 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. The post incident support process to support wellbeing of staff is available and will be further strengthened in 2020. This is on target for completion by December 2019.

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

60. Learning and training for managers is being delivered in 2 phases. Phase 1, which is practical interviewing skills will include a focus on positive action, legal responsibilities and countering unconscious bias. This has been delivered in September 2019 and was targeted at all managers interviewing for Wholetime recruitment. Phase 2 will focus on the remaining population of hiring managers in the Service. This is on target for completion by March 2020.
61. 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

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

62. The 2020-2024 IRMP 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; so far over 40,000 people have been engaged with via different communication approaches. As at the 4 November 2019, 181 completed surveys had been received.
63. The consultation commenced on 3 September, it will run for 12 weeks and close at midnight on 25 November 2019.

Implement a performance management system.

64. 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 a tender process to facilitate completion of the work from a procurement framework will be completed.

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

65. The Improvement Plan has been produced which shows how the Service is responding to the areas for improvement found in the HMICFRS inspection report. This is a comprehensive action plan which details 89 points showing how the 24 areas found within the report will be improved. This has been agreed by the Senior Management Team and is currently being inputted into department plans, to ensure progress is monitored. The Service Liaison Lead for HMICFRS has seen the Improvement Plan and is satisfied with the detail and actions contained within it.
66. The Improvement Plan has been published on the Service's website and internal site and staff engagement sessions have taken place.

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

67. A policy framework has been agreed by the Senior Management Team. The policy officer has met with all Strategic Leads and is helping to review current policies and procedures. An action plan is in place beginning with the training of selected staff in the writing and reviewing of policies, procedure and guidance. Four training sessions will take place during December and January with the capacity of training approximately 60 staff. Strategic Leads are reviewing the policies under their remit in a prioritised order.

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

68. 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.

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

69. The initial timeframe to start this task was October 2019 supported by the Data Protection Officer (DPO), whose services are provided by Leicestershire County Council. The DPO services are no longer being provided as expected, so alternative arrangements are being assessed in order to proceed.

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.

70. Work to create a website survey that captures the experiences our communities have when accessing the website was completed four months ago. The survey has been live since July and over 304 responses have been received from people with differing gender and age ranges, with 83.9% saying they found the information they were looking for, 87.5% saying they found the information useful and 92.1% 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.

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

71. 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 staff are reminded about whistleblowing and the importance of it.

Report Implications/Impact

72. 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.

73. 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.

74. 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.

75. 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.

76. Environmental

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

77. 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.

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