

Status of Report: **Public**

Meeting: **Corporate Governance Committee**

Date: **25 July 2018**

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

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For: **Discussion**

1. Purpose

- 1.1 The purpose of this report is to inform the Corporate Governance Committee of progress being made in the delivery of projects within the Service Development Programme and the tasks included in Appendix A of Our Plan 2018-21.
- 1.2 The information provided within this report covers any developments in the period since March 2018.

2. Recommendations

The Corporate Governance Committee is asked to note the content of this report and raise any matters that it considers should be further reported.

3. Executive Summary

Progress is reported in respect of 18 projects that are currently in various stages of development or implementation and 16 non-project related tasks from Appendix A of Our Plan 2018-21. Progress against the programme is good, with any delays on individual projects detailed in the updates below.

4. Report Detail

This section provides Members with a summarised update on the status of the projects and tasks that are currently being delivered by Leicestershire Fire and Rescue Service (LFRS) staff and officers.

Project Updates

4.1 New Fire and Rescue Station in Castle Donington

The final project deliverable to be achieved is the installation of an on-site hydrant.

An implementation date will be provided following agreement with Manchester Airports Group and the chosen supplier.

4.2 **Wigston Redevelopment**

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

Construction work commenced on site on 29 January and was completed on the 15 June 2018. The final internal fit-out of furniture etc. will be completed by the end of July 2018.

4.3 **Coalville Emergency Services Hub**

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

The main construction work has been completed; the Police occupied the station on the 8 January 2018. The lease agreement is in the final stages of completion by Leicestershire County Council Legal Services and Leicestershire Police solicitors.

East Midlands Ambulance Service (EMAS), who will also base resources at the station, are yet to move in. A lease agreement will be agreed prior to their occupation.

The project will be closed on receipt of the final invoices and agreement of a project closure report to be provided by the project team.

4.4 **Urban Search and Rescue (USAR) Training Rig**

The project will establish an urban search and rescue training facility in Leicestershire Fire and Rescue Service.

The design and location for the USAR Rig has been agreed and the required planning application has been approved.

Following a tender process Newline Construction has been selected to undertake the work. The additional project budget has been approved and the contract has been finalised with Leicestershire County Council Legal Services.

Work commenced on 11 June 2018 and is scheduled to be completed by the 21 September 2018.

4.5 **Braunstone Blues**

This is a multi-agency partnership project that is targeted towards reducing public service demand within the Braunstone Park area of Leicester.

Following discussion at the Strategic Partnership Board (SPB), it was agreed to close the project in October 2018. The SPB will lead initiatives which continue to deliver the positive elements of the project.

4.6 **Emergency Services Network (ESN)**

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

The Home Office and regional programme are currently re-evaluating the project and are considering an incremental adoption of ESN, data first with push to talk (PTT) voice coming later. They have formally announced that they are considering the use of a different technology product to provide the PTT functionality.

To ensure that emergency services have PTT capability ongoing whilst the programme considers options and to cover potential extended delivery lead times for ESN PTT, an extension of Airwave is being negotiated.

The revised draft ESN Code of Connection has been issued to five services to carry out a desktop assessment, it is expected this will be completed by September 2018.

Final amendments have been agreed with Systel regarding their delivery plan. The plan is being circulated for final agreement and should be completed by the end of July 2018. Once accepted it will be used by all regional partners.

LFRS will be hosting a visit by the ESN programme staff on the 13 September 2018 to enable them to see how communications are used in the service.

4.7 **Lutterworth Redevelopment**

A project to adapt Lutterworth Fire and Rescue Station to provide suitable accommodation for the Day Crewing duty system.

The tender process has been completed. The successful contractor Charles Henry has been selected and the additional project budget has been approved. Work commenced on the 18 June 2018 and is expected to be completed on the 21 September 2018.

4.8 **Skype for Business Project**

A project to replace the existing IP Telephony solution with an end to end Skype for Business on premise solution, deployed to all LFRS sites, and to extend Unified Communications tools availability to employees who need them.

Additional revenue funding was approved by the LFRS ICT Programme Board.

Dimensions Data are the chosen supplier, the contract has been finalised and work has commenced.

The implementation is expected to be complete by the end of August 2018.

4.9 **Performance Development Review**

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

A supplier selection process has been completed; however, technical discussions between LFRS ICT and the company that will supply an interface to connect the new system and our Firewatch HR system have indicated that this could be both time consuming and expensive.

An exception report was approved at the meeting of the LFRS Tactical Managers Team (TMT) in June 2018, which extended the completion of the procurement stage until the end of August 2018.

4.10 **Vehicle Replacement 2017/18**

The project will replace the identified vehicles following the CFA approval of the Fleet Review 2016.

All of the 35 replacement vehicles have been delivered and the majority are in use.

The three water rescue 4-wheel drive vehicles and the fire investigation van are currently with the body builders, they are all due to be completed and operationally available by the end of August 2018.

4.11 **Views Replacement**

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

In April 2018, the Tactical Management Team approved a recommendation by the Project Board to develop the solution internally and create a data warehouse to facilitate improved data storage and meet reporting requirements, which are in the process of being captured.

4.12 **Thermal Image Camera Replacement**

The project will replace the thermal image cameras throughout the service.

The cameras have been received in service and will be issued on completion of the necessary training.

4.13 **Fleet Monitoring System**

The project will implement a system that allows effective and efficient management of our fleet.

RSG Engineering was chosen as the successful provider.

An additional Stage of the project to the end of June has not been met due to the complexity of contract negotiations and execution within the Crown Commercial Service (CCS) Framework. This will be subject to an exception report to the meeting of the Tactical Management Team in July 2018. The current assumption is that the contract will commence on 1 September 2018.

4.14 **Incident Recording System (IRS) Replacement**

The project will procure and implement a commercial incident data collection and processing software solution that includes IRS reporting.

The revised implementation date of end of May 2018 has not been met due to the continued delays in completing the Systel interface work. The new date of 25 July 2018 has been agreed by Systel and the supplier (3TC). Phase 2 (additional data) and its completion will move to end of November 2018 and the project close date will move to end of December 2018.

4.15 **Body Worn Video Camera**

This project will establish the benefits and risks associated with the use of body worn video camera devices within Leicestershire Fire and Rescue Service. Stage 1, the market analysis, end user identification, draft policy and procurement of trial equipment has been completed.

The Fire Brigades Union (FBU) have informed the Project Board that they will not support the wearing of body worn cameras. The Tactical Management Team has approved the recommendation from the Project Board to delay commencement of the pilot to facilitate discussion.

The pilot is now due to start in July 2018 and run for 3 months. The stage 2 completion date has been revised to the end of November 2018.

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

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

Stage 1, which includes defining the required specification for the final product, is underway but has been extended to the end of September 2018 to ensure that a comprehensive review of potential functionality and requirements is undertaken.

4.17 **General Data Protection Regulation (GDPR) Compliance**

The project will ensure that LFRS achieves compliance with the EU General Data Protection Regulation and new Data Protection Act (UK Law).

Stage 1, which included multiple communication, audit, recording and procedural activities was completed at the end of April 2018. A summary of the activities undertaken up to the end of May 2018 is being submitted in the stage 2 end stage report to the meeting of the Tactical Managers Team (TMT) in July 2018.

4.18 **Appliance Replacement Project**

The Project Initiation Document (PID) was submitted to the Senior Management Team (SMT) in May 2018, the project was approved and work has commenced. Some additional work was requested on the PID and this will be resubmitted to SMT for final approval.

Our Plan Action Plan 2018-21 - Appendix A – Updates

Aim 1 – Fewer incidents with lower impact

- 4.19 **Implement a derelict building fire reduction plan**
A working group is being established to support an ongoing initiative through 2018/19 to reduce the number of fires in derelict buildings.
- 4.20 **Delivery of LFRS Home Fire Safety Check (HFSC) programme**
Continuation of the HFSC visits programme. 1,753 successful checks have been undertaken between 1 April and 30 June 2018.
- 4.21 **Implement an arson-reduction plan**
New and existing initiatives to reduce occurrences of arson within Leicester, Leicestershire and Rutland by targeting hotspots and supporting stations as appropriate.
- 4.22 **Delivery of LFRS Fire Prevention Programme**
Continuation of LFRS prevention activities. This year so far, 263 community safety activities have been undertaken, which includes; 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

- 4.23 **Implement new national operational guidance procedures**
The regional programme to standardise the operational guidance procedures is progressing well and on target to be completed by the end of December 2018.
- 4.24 **Implement a vulnerable persons module**
The vulnerable person's module has been procured and is currently being configured and tested prior to implementation in the LFRS Community Fire Risk Management Information System (CFRMIS).
- 4.25 **Improve On-Call station fire engine availability**
A number of initiatives are ongoing in relation to improving On-Call station fire engine availability, including targeted recruitment activities. This year to date 19 On-Call staff have been recruited. However, 10 others have ceased undertaking On-Call duties.

Aim 3 – Demonstrate value for money

- 4.26 **Implement the outcomes of the building condition survey**
Prioritised work is ongoing on the elements of the LFRS estate that need to be addressed following the recent condition survey. Recent activity has seen completion of the required drainage works and mechanical and electrical repairs. Tenders are being sought for roof repairs at Southern station and the procurement arrangements are being progressed for the required building repairs across the estate.

4.27 Install electric vehicle charging points

Charging points are due to be installed at 7 stations and workshops to facilitate the recent procurement of 4 electric vans for the Community Safety Educators. The preparation work is nearing completion with full installation and commissioning expected to be completed by September 2018.

Aim 4 – An engaged and productive workforce

4.28 Deliver staff self-service capability within LFRS resource management system

The LFRS FireWatch resource management system will be updated to provide additional functionality to allow operational staff easier and more efficient access to the system for booking themselves available. The functionality is due to be live by the end of August 2018.

4.29 Improve staff wellbeing, targeting mental health interventions

There is a range of wellbeing and support activities detailed within the Human Resources and Occupational Health Unit plans to improve staff wellbeing, particularly in relation to mental health issues. Operational management have already completed training on dementia to better understand the implications and impact.

4.30 Undertake positive action activities during recruitment campaigns

Our popular 'have a go days' are again being staged to provide individuals with an opportunity to try some of the physical elements of the recruitment process. Targeted work will continue in an attempt to reach groups or communities that are currently under represented in the Service. Four 'have a go' days directed at On-Call recruitment have taken place so far this year with 34 attendees.

Aim 5 – Provide assurance

4.31 Initiate the post 2020 Intergrated Risk Management Plan (IRMP)

The detailed risk analysis required for the IRMP is due to commence in September 2018. Following the initial analysis, a project will be established to manage the consultation and subsequent implementation activities.

4.32 Assist with the Her Majesty's Inspection of Constabulary and Fire and Rescue Services (HMICFRS) inspection process

LFRS are due to receive the first inspection in October 2018. Work has already commenced on providing the required information to the HMICFRS in advance of their visit.

4.33 Continue to meet the Transparency Code

An annual internal audit will be undertaken in September to check compliance with the transparency code. Any identified areas of non-compliance will be recorded and addressed via individual department plans.

4.34 **Undertake audits to ensure accounts, services and procedures are conducted appropriately**

KPMG will undertake LFRS financial audit this year and provide their assessment on the Statement of Accounts by the end of July 2018. Leicestershire County Council continue to provide an internal audit service on a number of areas in the Service. Outcomes from these audits are recorded on an internal SharePoint site and managed accordingly via district and departmental plans.

5. Report Implications / Impact

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

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

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

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

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

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

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

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

Stakeholder engagement is considered within the delivery of each project.

5.5 ***Environmental***

Environmental impacts are considered within the delivery of each project.

5.6 ***Impact upon Our Plan Objectives***

These projects are designed to assist the CFA in meeting all of the objectives detailed on 'Our Plan 2018-21.

6. Background Papers

None.

7. Appendices

None.