

Decision title

Key Projects 2019/20 – Q2 Reporting

Decision by

London Fire Commissioner

Decision Number

LFC-0273-D

Protective marking: **NOT PROTECTIVELY MARKED**

Publication status: Published in full

Summary

The attached report updates the London Fire Commissioner on key projects being undertaken within the London Fire Brigade as at the end of September 2019. Detailed status reports which show the position of each 'A' governance project are included within the report.

Decision

That the London Fire Commissioner notes the attached report.

Andy Roe

London Fire Commissioner



Date

28/01/20

Access to Information – Contact Officer

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Report title

Key Projects for 2019/20 – Quarter 2 Reporting

Report to

Safety and Assurance Directorate Board

Corporate Services Directorate Board

Operations Directorate Board

Commissioner's Board

Date

6 November 2019

12 November 2019

21 November 2019

4 December 2019

Report by

Assistant Director Strategy and Risk

Report number

LFC-0273

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Summary

This report updates the London Fire Commissioner on key projects being undertaken within the London Fire Brigade as at the end of September 2019. Detailed status reports which show the position of each 'A' governance project are included within this report.

Recommended decision

That the London Fire Commissioner notes this report.

Background

1. This is the quarter two monitoring report for 2019/20 on key projects.

Key projects update

2. At the end of September 2019, there were:
 - Thirteen 'A' governance projects (those which affect multiple directorates; have a significant business impact and/or are of particular risk to the London Fire Brigade) as follows:
 - Mobile Data Terminal (MDT) Replacement;
 - Emergency Services Network (ESN);
 - Command Unit Replacement (CURP);
 - Integration of National Operational Guidance into LFB;
 - HMICFRS (Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services) Inspection;
 - Respiratory Protective Equipment (RPE);
 - Zero Emission Pumping Appliance 1 (ZEPA1);

- Firefighter Apprenticeships;
 - Operations Support Centre (OSC);
 - Business Intelligence Solution (BIS);
 - LFB Training Centre Croydon;
 - Role to Rank; and
 - Development and Maintenance of Operational Professionalism (DaMOP) Review.
- Eight 'B' governance projects (those which affect multiple departments; have some business impact and/or present some risk to the London Fire Commissioner). The 'B' governance projects are not included in this report to the Board.
 - Three 'C' governance project (those which affect a small number of departments; have limited business impact and/or present limited risk to the London Fire Commissioner). The 'C' governance projects are not included in this report to the Board.

Projects overview

3. This section provides a brief overview of each 'A' governance corporate project including any progress since the status report was prepared. Detailed status reports which show the position on projects at the end of quarter two, September 2019 are at Appendix 1.

Mobile Data Terminal (MDT) Replacement

4. In September 2014 the Resources Committee approved a project (FEP2314 – Replacement of Mobile Data Terminals MDTs) to refresh and upgrade mobile data equipment in all Brigade appliances. This includes a new 'fixed' front of cab mobile data terminal (MDT), tablet devices in the rear of all pumping appliances/Fire Rescue Units (FRUs) and a Satellite Navigation (Satnav) device.
5. As of 8 October 2019, 84 out of 142 appliances have been upgraded to the ScResponse MDT and ScGuide Sat Nav. Roll-out for S3 appliances is on target to complete by December 2019. Command Units will be upgraded in January 2020 and all call-sign enabled vehicles will be fitted with a ScGuide Sat Nav by summer 2020.
6. It was agreed by the project board at the meeting on 19 September to close the project and the remaining fit outs will be handled under business as usual (BAU).
7. A project closedown report is being prepared for the project board to review and approve.
8. The project is reporting blue as it is now closing.

Emergency Services Network (ESN)

9. The Emergency Services Mobile Communications Programme (ESMCP) is a cross-government, multi-agency programme that will deliver a new communication system to the emergency services and other public safety users throughout Great Britain. The purpose of the programme is to provide critical voice and data services for the emergency services replacing the existing Airwave contracts.
10. The Home Office programme are working on a revised Full Business Case (FBC) and plan that reflects the original date of transition has slipped. The Airwave [Firelink] service has been

extended to the end of 2022 with extensions possible beyond this. It is anticipated that the revised FBC and plan will be shared by the programme later this year (2019).

11. The LFB ESN team are engaged in working with the programme on the re-planning work and on the Airwave extension work. Based on information supplied by the programme, the LFB transition to ESN can commence no earlier than February 2022.
12. LFB continues to supply requested information to the programme and participates in national ESMCP events organised by the programme, NFCC Business Change Lead and suppliers with particular focus on Coverage Assurance and Service Management. LFB are also involved in the ESN vehicle device evaluation during August.
13. This project is reporting amber to reflect the uncertainty regarding the delay to ESN implementation and will be reviewed when the Home Office programme communicates its revised FBC to deliver ESN.

Command Unit Replacement (CURP)

14. The Command Unit Replacement project (CURP) was established to manage the replacement of the existing command unit fleet.
15. Incident Command Operating Software (ICOS) procurement documentation is complete and the project team were awaiting the legal clarification from Blue Light Portal on directions for publishing and the process of transfer post Brexit. This has now been clarified and the tender will be published later in November..
16. The vehicle and hardware technical specification has been created and has now been agreed by LFB. It now needs to be agreed by Babcock Critical Services (BCS). Once this has been confirmed it is expected to go out for tender in January 2020. The revised modelling from the Command Unit Station Integration Structure Project will confirm locations of the Command Units to allow for feasibility studies to be completed to ascertain the costs of the electrical upgrade for the charging of a fully electrical solution.
17. This project is reporting amber due to delays with the publication of the ICOS procurement documentation and confirmation of the vehicle and hardware specification.

Integration of National Operational Guidance (NOG) into LFB

18. This project was setup to ensure that the national approach to operational guidance is effectively integrated into LFB policies, procedures and guidance. Members approved funding of £850k for this project (FEP2685 – Budget Update) on 26 January 2017.
19. Work on the Standard Operating Procedures (SOPs) within the new framework is progressing well in parallel to the work on Risk Assessments. Following an initial meeting with all the key stakeholders in September, it was agreed that meetings will be held monthly and at meeting to be held on 29 October 2019, the Subject Matter Experts (SMEs) from Operational Policy and Assurance provided dates for completion of key pieces of work. This will allow the project to be re-baselined.
20. Implementation is partly reliant upon the creation of a Brigade version of the Service Integration Tool, which is a national system being developed by the NFCC Central Programme Office

(CPO). The procurement of this national system has been delayed and the trial is currently expected to commence in January 2020.

21. LFB is one of three trial services so will be one of the first to be using the system. It is very likely that LFB will need to customise the tool to meet its needs, now that the way in which NOG will be implemented has been determined. Sight of the current tool will help determine what those changes might be and a specification for the changes can be prepared and costs estimated.
22. This project is reporting amber due to the delay in formalising the new NFCC CPO arrangements that have impacted on the target end date for the ICT work package.

HMICFRS (Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services) Inspection

23. One of the provisions of the Policing and Crime Act 2017 was the creation of a new independent inspectorate for fire and rescue services in England. On 19 July 2017 the Home Office agreed that Her Majesty's Inspectorate of Constabulary (HMIC) would expand to take on the role of the inspectorate of fire and rescue services in England. The HMIC was renamed Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS). The inspectorate will consider how effective and efficient FRSs are, highlight good practice and will identify areas where they need to improve so that action can be taken to overcome them.
24. Twenty two Inspectors undertook the inspection between 22 July and the 1 August carrying out fieldwork station visits, focus groups and interviews with various heads of service and subject matter experts. A Hot Debrief with the Commissioner and Directors took place on 8 August.
25. The final report will be published with other Tranche Three reports in December.
26. This project is reporting green.

Respiratory Protective Equipment (RPE)

27. The agreement to commence the breathing apparatus (BA) replacement project was confirmed by the Corporate Management Board (CMB) in March 2018 (CMB010 – Options for RPE Replacement). In addition to project commencement, the paper also sought agreement on the preferred method of BA replacement.
28. Three new areas of work have emerged over the last six months that have altered the scope of the project, created significant amounts of new work and led to delays in achieving the originally predicted timelines. The project initiation document (PID) and timescales need to be reviewed with a view to re-baseline the project.
29. The three areas of work are:
 - BA Radios and the potential amalgamation of the BA and Fire Ground Radio projects. Officers were considering whether or not these projects should be merged. It has now been agreed that they will be merged as there will be substantial improvements in fire fighter safety and there should be significant financial savings by adopting this approach.
 - The testing of an interim BA communications solution has concluded and the results have now been evaluated. It has been decided this is not a suitable way forward mainly due to the

implementation costs matched against the relatively short period that this solution could be in service.

- A review of LFB BA cylinder capacity is underway to determine and mitigate the risk that remaining with our current cylinders may narrow the field when procuring new RPE. The project team is currently evaluating whether this is the case and it is expected that a decision on the best way forward will be made early next year.

30. This project is now reporting amber

Zero Emission Pumping Appliance 1 (ZEPA1)

31. In order to establish a zero emission capable and/or fossil fuel free fleet by 2030 and to lay the foundations to achieve a zero emission fleet by 2050, the Ultra Low Emission Fleet (ULEF) programme was established following LFC approval (LFC-0034 – 20 June 2018) to implement LFB's ULEF plan and fleet commitments under the London Environment Strategy (LES) and the Memorandum of Understanding between LFB and Transport for London.
32. Funding for the ULEF programme of £2.1m for the first five years will be met from the Vehicle and Equipment Reserve (rather than the LSP Reserve as originally intended). This funding will provide £1.8m to deliver phases one and two of the Zero Emission Pumping Appliance (ZEPA) project and £0.3m for the project and programme coordinator post for the five-year period (FRB-0001 – 17 July 2018).
33. The aim of the ULEF programme is to catalyse the market and ensure zero emission capable solutions for LFB's heavy frontline vehicles are produced at scale in the mid-late 2020s so that they are available in time for the next wave of fleet replacement, scheduled for 2029.
34. The Zero Emission Pumping Appliance 1 (ZEPA1) project is the first corporate project in the ULEF programme and will develop a prototype of a zero-emission capable frontline appliance that will meet requirements for LFB.
35. Agreements are now in place to procure and deliver ZEPA1 via the standard route with Babcock. A kick-off meeting is taking place on 29 October to clarify the next steps and V1.0 Output Based Specification has been drafted and issued.
36. A Prior Information Notice (PIN) and contract notice have been drafted in preparation of the formal selection process.
37. A UK Power Networks feasibility study was carried out and outlined that the current capacities at the 65 stations studied were not sufficient to support heavy electric vehicles. Further work is now required to identify the costs of upgrading the grid at ZEPA station(s) or provide battery bank solutions. The preferred hybrid option will reduce energy demands and increase resilience, however upgrades will still be required.
- 38.** New opportunities for external funding continue to be investigated and explored. This project is reporting green.

Firefighter Apprenticeships

39. The apprenticeship levy was introduced in April 2017. At that point there were no fire sector apprenticeship standards. The Brigade has assisted the development of apprenticeship standards for Firefighter, Fire Safety Advisor and Control, which are now approved by the Institute of Apprenticeships.
40. LFC approval was granted in August 2018 for changes to the training contract to be made to enable Babcock to deliver firefighter apprenticeships (LFC-0052).
41. A new Firefighter Apprenticeship Policy has been drafted, outlining the apprenticeship, the assessments, resit process and implications of failure. It is expected to be submitted through the Directorate Boards and onto Commissioner's Board late November/early December.
42. The Manager sign-off, Gateway and End-Point practical assessment objectives/scenarios have been drafted. They are based on and mapped to Development and Maintenance of Operational Professionalism (DaMOP) core skills competency templates.
43. Changes to the Firefighter Assessment Plan End Point Assessment (EPA) knowledge test marking scheme are being sought nationally by the sector with the Institute for Apprenticeships and Technical Education (IfA).
44. This project is reporting green.

Operations Support Centre (OSC)

45. The initial principles of this project to establish an overall logistics solution for the LFB were agreed by Resources Committee of the London Fire and Emergency Planning Authority in January 2017 (FEP 2689 – Integrated Equipment and Logistics Project Update) and March 2017 (FEP 2713 – Integrated Equipment and Logistics Project Update).
46. At the Resources Committee on 12 January 2018, Members agreed the proposal to combine the services of the Protective Equipment Group (PEG) and the Brigade Distribution Centre (BDC) and relocate them to a new building to be called the Operations Support Centre (FEP2812 - Integrated Equipment and Logistics Project Update).
47. Following full review of the design, it became clear that parts of the design required enhancement to meet current recommended building standards. This has caused a delay to the anticipated completion date for construction and fit out of six weeks, making the completion date 31 January 2020.
48. The lease surrender notice has been provided to the current landlord and the BDC will need to be vacated by the end of March 2020. The delay to completion caused by the required enhancements now presents a further pressure to this timeline and will need to be carefully monitored by the board.
49. This project is reporting green.

Business Intelligence Solutions (BIS)

50. In July 2016, the former LFEPA Resources Committee agreed to capital expenditure to provide an overarching management information solution for the Brigade (FEP2626 – Overarching Management Information Solution – Further Information) which is the Business Intelligence Solution (BIS). The aim of the solution is to provide a modern and up-to-date means for staff and managers to access the wide range of performance and management information collected by the Brigade, and to exploit new tools to visualise data to make it more useful and to drive action.
51. The project has three distinct parts – (1) a new portal, LFB Data, that will be the single way Brigade staff will access Brigade data, including all existing reports, as well as new reports and dashboards created with the Microsoft Power BI; (2) a new data platform which will hold all the Brigade's data in a form that is ready for reporting; and (3) a Business Intelligence Competency Centre (BICC) which is a forum to bring together the Brigade's 'creators' in order to learn and follow best practice in reporting.
52. The LFB Data portal is now live and has been advertised via Hotwire, Managers' Update and SHOUT.
53. The Operational Performance Management Reporting Tool (Pet Online) work stream has commenced and a design workshop was held in October. The Report Evaluation and Creation work stream is progressing well and the User Adoption work stream will officially commence on 1 November 2019.
54. This project is reporting green.

LFB Training Centre Croydon

55. On 16 September 2016, Members approved funding of £11.1m to build a third training centre in south London on the Croydon fire station site. The title of the project has since changed to LFB Training Centre, Croydon (from Third Training Centre).
56. At the Resources Committee on 21 July 2017, Members approved a revised programme and a preferred option for the site. Funding was agreed at £15.5m (FEP2759 – Proposed LFB Training Centre, Croydon).
57. The Project Board approved a revised procurement strategy (a traditional single stage design and build approach) at the board meeting on 11 February 2019. On 30 May 2019, the Board agreed to appoint external quantity surveyors and designers to progress the project to the end of RIBA Stage 3. They submitted a revised fee proposal based on a refurbishment of the existing PEG building, instead of constructing a new training block. A newly constructed six storey real fire training venue (RFTV) remains in scope.
58. On 19 September, RIBA Stage 2 was signed off by the Project Board. The latest estimated total cost of the project is £15.2m. The revised fee proposal is based on enhanced de-risking of the design, and greater cost certainty. The building programme has also been reduced in duration. The new training centre was due to open in 2022, but this has been brought forward to late 2021.
59. This project is now reporting green as the project milestones have been re-baselined in line with the revised programme.

Role to Rank (R2R)

60. The Brigade signed a revised collective agreement with the London Region Fire Brigades Union (FBU) on 18 June 2019 regarding a revised watch structure which covered, in particular, the designation and responsibilities of officer ranks below station manager level. This agreement supersedes the previous one that was signed on 5 September 2017. The revised Watch Based Structure Agreement is now referred to as the Role to Rank (R2R) Agreement.
61. A second collective agreement (the Redeployment Agreement) regarding the circumstances under which crew managers can be contractually required to redeploy appliances was signed on 13 March 2018.
62. In the lead up to R2R implementation, there has been a heavy focus on communication with staff regarding the changes. All WM B/WM A Ring-Fenced officers were briefed in the run up to the implementation date.
63. The R2R project was successfully implemented on 15 October. The Brigade and FBU have worked collectively with one overarching end goal, greater firefighter and officer safety on the incident ground. Both the Brigade and FBU agree that this Agreement will make sure that staff receive the training for the next rank above earlier, to make sure that they have the opportunity to develop their skills and be better prepared when they act up. The increased exposure to the next rank prior to being eligible for promotion should contribute to a greater success rate for officers when they apply for promotion.
64. This project is reporting green.

Development and Maintenance of Operational Professionalism (DaMOP) Review

65. The current Development and Maintenance of Operational Professionalism (DaMOP) policy (No. 497) was introduced in 2006 to assist station-based operational staff to develop and maintain the knowledge, skills and understanding required for their role.
66. The Commissioner agreed a fundamental review of DaMOP over a two-year period. The project commenced in June 2018.
67. Phase 1 was successfully implemented on 1 July 2019 and provides all station based staff (Firefighter to Watch Manager) with a new competency framework that identifies the knowledge and skills required to maintain their role related competence.
68. A review of phase 1 has been undertaken and the lessons learnt will be used to improve the delivery of phase 2, which will provide competency frameworks for FRS and operational specialist roles, control staff and senior officers.
69. Work on phase 2 work streams has begun and is in the planning phase, identifying milestones and anticipated timeframes for delivery of each specialism. The Control work stream is in the research phase and the proposed competency headings for these were presented and agreed at the October project board meeting.
70. This project is reporting green.

Finance comments

71. The comments from the Assistant Director of Finance are incorporated within this report.

Workforce comments

72. Any issues which require staff side consultation are managed as part of the project governance arrangements.

General Counsel's comments

73. Under section 9 of the Policing and Crime Act 2017, the London Fire Commissioner (the "Commissioner") is established as a corporation sole. Under section 1 of the Fire and Rescue Services Act 2004, the Commissioner is the fire and rescue authority for Greater London. Under section 7 (2)(a) of the 2004 Act, the Commissioner must secure the provision of personnel, services and equipment necessary to efficiently meet all normal requirements for firefighting.

74. Furthermore, section 5A of the 2004 Act gives the Commissioner the power to do anything which they consider appropriate incidental to their functional purposes. It also gives the Commissioner a statutory power to do anything which they consider appropriate for purposes indirectly incidental to their functional purposes through any number of removes. The Commissioner therefore has the necessary statutory powers to undertake the various activities set out in this report.

Sustainability implications

75. Sustainability implications are assessed within the Sustainable Development Impact Assessments which are produced for each project and managed as part of the project governance arrangements.

Equalities implications

76. The Public Sector Equality Duty applies to the London Fire Brigade when it makes decisions. The duty requires us to have regard to the need to:

- a. Eliminate unlawful discrimination, harassment and victimisation and other behaviour prohibited by the Equality Act 2010. In summary, the Act makes discrimination etc. on the grounds of a protected characteristic unlawful.
- b. Advance equality of opportunity between people who share a protected characteristic and those who do not.
- c. Foster good relations between people who share a protected characteristic and those who do not including tackling prejudice and promoting understanding.

77. The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership, race, religion or belief, sex (gender), and sexual orientation. The Act states that 'marriage and civil partnership' is not a relevant protected characteristic for (b) or (c) although it is relevant for (a).

78. Equality implications are assessed within the Equality Impact Assessments (EIAs) which are produced for each project and managed as part of the project governance arrangements. As part of the assurance process all EIAs are ratified by the Equality Managers within the People Services department.

List of Appendices

Appendix	Title	Protective Marking
1.	Project status report summaries as at the end of September 2019.	Not Protectively Marked

Project	1. Mobile Data Terminals (MDT)						Last RAG	G	Current RAG	B
Project Objective	This project will deliver a replacement mobilising solution (RMS) using proven technology together with innovative solutions, thereby providing an improved service to the people of London, more efficient use of operational resources and increased resilience for business continuity.									
Project start date	Sep 2014	Forecast end	Jan 2020	Sponsor	Director of Corporate Services		Project Manager	Jane Plowden		
Major milestones	Due	RAG	Milestones					Comments		
	Feb 2019	B	Swap out Ergo tablets with Panasonic ScResponse tablets.					Complete		
	May 2019	B	Build appliance tablets with ScResponse/Crash/Chemdata for Tranche 3 S3 appliances.					Complete		
	May 2019	B	Build virtual MDTs for familiarisation.					Complete		
	Jun 2019	B	Build Sat Navs for appliances.					Complete		
	Aug 2019	B	Deploy sat nav ScGuide app, in accordance with Airwave CoCo approval.					Complete		
Finances	Project Budget	£2.1m	Project Spend	Previous years £2.0m	2019/20 £0.1m	Future Years Nil	Variance Against Budget	Nil		
	Notes	The capital programme presented in the Budget Update (FEP2337) included a budget of £2.1m for this expenditure with the total spend expected at £2.1m.								
Current status	84 out of 142 appliances have been upgraded to the ScResponse MDT and ScGuide Sat Nav. Roll-out for S3 appliances will be completed by December 2019. Command Units will be upgraded in January 2020 and all call-sign enabled vehicles will be fitted with a ScGuide Sat Nav by summer 2020. As directed by the project board, this project will close and the remaining fit outs will be handled as BAU activities. A closedown report will be prepared for the board to review and approve.									

Project	2. Emergency Services Network (ESN)						Last RAG	A	Current RAG	A
Project Objective	To work with the Home Office Emergency Services Mobile Communications Programme (ESMCP) and other London based agencies on planning for transition and in service management and to seek out and implement efficiencies through collaborative working wherever possible.									
Project start date	Mar 2016	Forecast end	Dec 2022	Sponsor	Director of Corporate Services			Project Manager	John Anthony	
Major milestones	Due	RAG	Milestones					Comments		
	TBC	A	Readiness for Transition Note: The Emergency Services Mobile Communications Programme (ESMCP) is being managed at a national level with each Emergency Service having its own local transition plan. Readiness to commence the transition from Airwave to ESN is the key milestone for the LFB and this date reflects that shown in the National plan.					Off Target		
Finances	Project Budget	£3.3m (based on current funding)	Project Spend	Previous years £1.0m	2019/20 £0.1m	Future Years £2.2m	Variance Against Budget	Nil		
	Notes	MHCLG committed to provide grants to cover the reasonable cost of transition from the current Airwave service to ESN. This includes grants to cover the costs of the programme team in LFB and funding for specific deliverables, e.g. ICCS upgrade, Devices and ICT Health Check. As of the date of this report, initial funding has been received for transition, along with additional funding for specific deliverables such as the DNSP, ICCS upgrade and ICT Health Check. This is supplemented by the ESCMP reserve held by LFB. These sources of funding will be drawn down as required.								
Current status	LFB continues to supply requested information to the programme and participates in national ESMCP events organised by the programme, NFCC Business Change Lead and suppliers. Whilst the delays to this programme are outside the control of LFB the RAG has been changed to amber to reflect uncertainty and will be reviewed when the Home Office programme communicates its revised plan to deliver ESN.									

Project	3. Command Unit Replacement (CURP)						Last RAG	A	Current RAG	A
Project Objective	The Brigade will have a replacement Command Unit and command support system to meet future operational and collaborative requirements. This new system and vehicle will contribute to the operational response that will keep London safe.									
Project start date	Mar 2016	Forecast end	Oct 2021	Sponsor	Assistant Commissioner of Operational Policy and Assurance		Project Manager	Abdel Guermellou		
Major milestones	Due	RAG	Milestones				Comments			
	Aug 2019	R	LFB to commence procurement of the Incident Command Operating System and IT Hardware				Overdue			
	Sep 2019	R	Create the technical specification (following the OBS) for the vehicle procurement by BCS.				Overdue, Technical Specification has been created and is being refined for publication			
Finances	Project Budget	£3.24m	Project Spend	Previous years Nil	2019/20 Nil	Future Years £3.24m	Variance Against Budget	Nil		
	Notes	The increase to the 2020/21 capital budgets will form part of the capital strategy submission in November 2019. Discussions are yet to take place regarding the capital strategy and the level of forward expenditure that will be included. The additional costs added for the Command Units based on full electrical solution includes Fleet £1,040k bringing the total up to £4,280k and ICT - £500k in 2020/21. There is also an earmarked reserve of £500k to cover IT Support costs, training courses and slot price increase in 2019/20 with an ongoing slot price of £0.1m for future years. Other financial risk on Capital not yet quantified includes non fixed equipment like mobile devices, laptops and possible radio equipment costs and on Revenue, ICOS software, support costs etc.								
Current status	Incident Command Operating Software (ICOS) procurement documentation is complete and the project team are awaiting the legal clarification from Blue Light Portal on direction for publishing and the process of transfer post Brexit. At present there is only a placeholder milestone for commencing of the tender and contract award process. Full milestones will be added once steps and dates are provided. Vehicle and hardware technical specification has been created and is being refined for publication by LFB and Babcock Critical Services (BCS). The revised modelling from the Command Unit Station Integration Structure Project will confirm locations of the Command Units to allow for feasibility studies to be completed to ascertain the costs of the electrical upgrade for the charging of a fully electrical solution.									

Project	4. LFB Integration of National Operational Guidance Project						Last RAG	A	Current RAG	A
Project Objective	The aim of this project is to ensure that the incident type guidance structure and framework, as created by the NOG programme, is used as the basis for an internal LFB framework of operational policy, procedure, technical information, training and all other associated documentation that is easily accessible via a user friendly platform.									
Project start date	Aug 2016	Forecast end	Jan 2020	Sponsor	Assistant Commissioner of Operational Policy and Assurance			Project Manager	Rachel Wetheridge	
Major milestones	Due	RAG	Milestones					Comments		
	Jul 2018	R	Project Board sign off framework proposal.					Overdue		
	Mar 2019	R	National Incident Type Codes Work stream					Overdue		
	Jul 2019	R	ICT Work stream					Overdue		
	Dec 2019	G	Technical Notes Work stream					On Target		
Finances	Project Budget	£0.9m	Project Spend	Previous years Nil	2019/20 £0.1m	Future Years £0.8m		Variance Against Budget	Nil	
	Notes	Project is now forecast to be spent by the end of 2020/21 due to delays but is still expected to spend within the original budget provided.								
Current status	NOG Service Integration Tool is still delayed with testing currently estimated to begin in January 2020. Subject Matter Experts (SMEs) have now been tasked with significant workload to move the project forward. Following the meeting planned at the end of October, the project will be re-baselined and more detailed milestones added to the Project Plan.									

Project	5. HMICFRS Inspection						Last RAG	G	Current RAG	G
Project Objective	To facilitate the inspection process to be carried out by HMICFRS.									
Project start date	Oct 2018	Forecast end	Dec 2019	Sponsor	Deputy Commissioner Director of Safety and Assurance		Project Manager	Steph Crow		
Major milestones	Due	RAG	Milestones				Comments			
	Jul 2019	B	Strategic briefing - two weeks prior to inspection. Approximately 3.5 hours. Lead by the Commissioner and directors. Will cover the key lines of enquiry.				Complete			
	Aug 2019	B	Fieldwork - the official inspection will begin and last 2 weeks. The team of inspectors will speak to staff across the brigade.				Complete			
	Aug 2019	B	Staff survey - this will be completed by HMICFRS and data from this will be used in the final report.				Complete			
Finances	Project Budget	£0.15m	Project Spend	Previous years £0.06m	2019/20 £0.09m	Future Years Nil	Variance Against Budget	Nil		
	Notes	A reserve of £0.15m was created to fund the establishment of a team to facilitate the HMICFRS inspection. The project had forecast to underspend slightly due to delays in recruiting to the posts. The posts have now been extended to utilise this underspend and the project will spend to budget.								
Current status	The project is within timeline and the project team do not envisage any changes to the schedule. Final report is expected December 2019.									

Project	6. Respiratory Protective Equipment (RPE)						Last RAG	G	Current RAG	A
Project Objective	Provide replacement Standard Duration Breathing Apparatus (SDBA) and Extended Duration Breathing Apparatus (EDBA) by 2021; deliver a respirator and CBRN capability for every pumping appliance riding position and improved communication for BA wearers and teams.									
Project start date	Sept 2018	Forecast end	Dec 2021	Sponsor	Deputy Commissioner Director of Safety and Assurance		Project Manager	Patrick Tawney		
Major milestones	Due	RAG	Milestones					Comments		
	Jul 2019	R	Output-based specification.					Overdue		
	Aug 2019	R	Issue tender.					Overdue		
	Dec 2019	A	Shortlisting.					Off Target		
	Jan 2020	A	User trials.					Off Target		
Finances	Project Budget	£10.1m	Project Spend	Previous years Nil	2019/20 Nil	Future Years £10.1m	Variance Against Budget	Nil		
	Notes	Capital budgets have been approved of £7.3m for replacement of BARIE sets and for the standard duration breathing apparatus. Forecast spend on extended duration sets is not yet included in the capital budget but is estimated at £2.8m.								
Current status	Three areas of work have been introduced over the past six months that have altered the scope of the project and have led to delays in achieving the originally predicted timelines. They are BA Radios and the potential amalgamation of the BA and Fire Ground Radio projects. The testing of an interim BA communications solution and a review of LFB BA cylinder capacity. It is expected that a decision will be made on the first two work areas in November and a review of the Cylinder Capacity reporting early next year. The project will then be re-baselined and the associated milestones and timelines will be reassessed.									

Project	7. Zero Emission Pumping Appliance 1 (ZEPA1)						Last RAG	G	Current RAG	G
Project Objective	To design, build and test a prototype zero emission capable pumping appliance.									
Project start date	Sep 2018	Forecast end		Sep 2023	Sponsor	Nicol Thornton		Project Manager	Matthew Dear	
Major milestones	Due	RAG	Milestones					Comments		
	Aug 2019	B	Supplier engagement re: production of ZEPA outside of external funding.					Complete		
	Oct 2019	G	Issue V1.0 of the OBS to Babcock.					On Target		
	Oct 2019	G	Formal kick-off meeting with Babcock.					On Target		
	Dec 2020	G	Plan & install charging technology at trial station(s).					On Target		
Finances	Project Budget	£2.1m		Project Spend	Previous years £0.1m	2019/20 £0.5m	Future Years £1.5m	Variance Against Budget	Nil	
	Notes	A proposal to fund £2.1m from the LSP implementation reserve was agreed in June 2018 to fund ZEPA 1. £0.3m relates to the Programme & Project Manager cost and £1.8m is for the Prototype pumping appliance, which is the approved indicative cost. A draft capital programme has been provided which meets the Mayoral ZEPA requirements but this is going to be reviewed and will form part of the capital strategy submission in November. Currently the additional increase in the capital budget requirements (including inflation) is £101.5m.								
Current status	Agreements are now in place to procure and deliver ZEPA1 via the standard route with Babcock. A kick-off meeting is taking place on 29 October to clarify the next steps and V1.0 Output Based Specification has been drafted and issued. A draft PIN and contract notice has already been drafted in preparation of the formal selection process. The ZEPA Board has agreed that ZEPA1 will be procured as a standalone project. Previous discussions included potential to extend the work into ZEPA2 - however no budget is currently earmarked for this work and the technology developments/costs should not be estimated at this stage. A UK Power Networks feasibility study was carried out and outlined that the current capacities at the 65 stations studied were not sufficient to support heavy electric vehicles. Further work is now required to identify the costs of upgrading the grid at ZEPA station(s) or provide battery bank solutions. The preferred hybrid option will reduce energy demands and increase resilience - however upgrades are still required. New opportunities for external funding continue to be investigated and explored.									

Project	8. Firefighter Apprenticeships							Last RAG	G	Current RAG	G
Project Objective	To develop a firefighter apprenticeship standard with national partners to enable the Brigade to reinvest levy funds in staff and deliver a bespoke firefighter apprenticeship programme to all new firefighters as an integrated part of a trainee firefighter's development.										
Project start date	Jun 2016	Forecast end		Nov 2019	Sponsor	Assistant Director People Services		Project Manager		Damian Candish	
Major milestones	Due	RAG	Milestones					Comments			
	Sep 2019	B	Develop Gateway sign-off process and assessment with Babcock and EPA Design work-stream.					Complete			
	Oct 2019	G	Develop EPA assessments with EPAO, through the EPA Design work stream, aligned to DAMOP activities, Operational Assurance and Policy.					On Target			
	Nov 2019	G	Recruit and award contract to End-Point-Assessment Organisation (EPAO).					On Target			
	Nov 2019	G	Deliver manager briefings and provide stations with supporting materials and mock assessments to start to focus/prepare Gateway and EPA.					On Target			
Finances	Project Budget	Nil		Project Spend	Previous years	2019/20	Future Years	Variance Against Budget		Nil	
	Notes	The project will be managed within existing resources.									
Current status	A new Firefighter Apprenticeship Policy has been drafted, outlining the apprenticeship, the assessments, resit process and implications of failure. It is expected to be approved in late November/early December. The Manager sign-off, Gateway and End-Point practical assessment objectives/scenarios have been drafted. They are based on and mapped to DaMOP core skills competency templates. The professional discussion assessment preparation guidance will be completed in October. LFB Operational Assurance have reviewed SfJA's knowledge test of 350 questions. An upgrade for Station Diary is being drafted to create an appointment for the manager sign-off at 14 months to ensure it happens, prior to the Babcock gateway assessment.										

Project	9. Operations Support Centre (OSC)							Last RAG	G	Current RAG	G
Project Objective	To provide an efficient, resilient and cost effective service for the manufacture or supply, warehousing, storage and transport of identified risk critical equipment currently provided by PEG and BDC to all the Authority's premises and front line operations.										
Project start date	Oct 2016	Forecast end		Feb 2020	Sponsor	Assistant Director Technical and Commercial		Project Manager	Rhys Powell		
Major milestones	Due	RAG	Milestones					Comments			
	Nov 2019	G	Commence procurement of furniture and equipment.					On Target			
	Jan 2020	G	Construction complete.					On Target			
	Feb 2020	G	Internal fit out complete.					On Target			
	Feb 2020	G	Commence PEG & BDC relocation.					On Target			
Finances	Project Budget	£7.5m		Project Spend	Previous years £0.3m	2019/20 £4.0m	Future Years Nil	Variance Against Budget	£3.2m under budget		
	Notes	The original budget allocation for the PEG / BDC development project was £7.5m based on a site purchase and fit out. Assessments in early 2017 established that leasehold options were more advantageous and the project is forecast to spend £4.3m, which represents a budget saving of £3.2m.									
Current status	Following full review of the design, it became clear that parts of the design required enhancement to meet current recommended building standards, this has caused a delay to the anticipated completion date for construction and fit out of six weeks, making the completion date 31 January 2020.										

Project	10. Business Intelligence Solution (BIS) Project						Last RAG	G	Current RAG	G
Project Objective	The aim of the BIS is to provide a modern and up-to-means for staff and managers to access the wide range of performance and management information collected by the Brigade, creating a role –based single point of access. The project will deliver two things – the tools to access/present the data, plus the back-end technical solution to hold and deliver the data in the right format. Report FEP2626 (July 2016) refers.									
Project start date	April 2017	Forecast end	March 2020	Sponsor	Director of Corporate Services		Project Manager	Sally Bigland		
Major milestones	Due	RAG	Milestones				Comments			
	Jun 2019	R	Data Platform stakeholder engagement.				Overdue			
	Jul 2019	R	Hire Data Modeller.				Overdue – successful candidate due to start on 1 November 2019			
	Sep 2019	R	Commence Data Platform analysis and build.				Overdue			
	Mar 2020	G	Deliver Data Platform.				On Target			
Finances	Project Budget	£1.8m	Project Spend	Previous years £0.5m	2019/20 £0.4m	Future Years £0.9m	Variance Against Budget	Nil		
	Notes	Although spend profile over financial years has slipped slightly, the project is expected to spend within budget originally allocated with final spend in 2021/22.								
Current status	The LFB Data portal is now live and has been advertised via Hotwire, Managers Update and SHOUT. The Live Reports page on Hotwire will be removed in due course and this will prompt a fresh communication round. Any teething problems are being tracked and sent to the supplier. Suggestions/ideas are also being documented and will be reviewed regularly. The data modeller interviews are complete and the successful candidate should be starting on 1 November, however contracts are not yet finalised. The Operational Performance Management Reporting Tool (Pet Online) work stream has commenced with a validation of the 60 indicators. A design workshop is booked later this month and the development resource will be scheduled shortly afterwards. The Report Evaluation and Creation work stream is progressing well. The successful candidate for the User Adoption work stream will start on 1 November when this work stream will officially commence.									

Project	11. LFB Training Centre Croydon							Last RAG	G	Current RAG	G
Project Objective	Feasibility and Construction phase. Construct a new training centre in South London to increase real fire training capacity and reduce delegate travel time to training venues and seeks to attain excellence standard in BREEAM (Building research Establishment Environmental Assessment Method).										
Project start date	Nov 2015	Forecast end		Sep 2021	Sponsor		Deputy Commissioner Director of Safety and Assurance		Project Manager		Peter Groves
Major milestones	Due	RAG	Milestones						Comments		
	Feb 2020	G	Vacant possession.						On Target		
	Apr 2020	G	Planning decision .						On Target		
	Aug 2020	G	Execute build contract.						On Target		
	Sep 2021	G	Complete construction.						On Target		
Finances	Project Budget	£15.5m		Project Spend	Previous years £0.4m	2019/20 £1.0m	Future Years £14.1m		Variance Against Budget		Nil
	Notes	A revised forecast of £15.5m was approved for the new Training Centre in July 2017, along with a revised profile of expenditure over the life of the project.									
Current status	At the Project Board meeting on 19 September 2019, the Board agreed to the project proceeding to RIBA Stage 3 and to a design freeze on the project. The programme has been re-baselined and work is underway to create work package agreements for the key project work streams.										

Project	12. Role to Rank – formerly Watch Structure						Last RAG	G	Current RAG	G
Project Objective	To implement the collective agreement reached between the LFB and London Region FBU which was signed on 5 September 2017. The LFB will change from the current role based structure at watch level of Firefighter, Crew Manager, Watch Manager A and Watch Manager B. The new rank based structure will consist of Firefighter, Leading Firefighter, Sub Officer and Station Officer.									
Project start date	Sep 2017	Forecast end	Mar 2020	Sponsor	Deputy Commissioner Director of Operations		Project Manager	Mick Ellis		
Major milestones	Due	RAG	Milestones				Comments			
	Sep 2019	R	Review and update policies.				Overdue			
	Oct 2019	B	Computer system builds.				Complete			
	Oct 2019	G	Agree a clear definition of the Sub Officer and Station Officer rank.				On Target			
	Oct 2019	G	Design and release new training CBT packages.				On Target			
Finances	Project Budget	£0.5m	Project Spend	Previous years £0.1m	2019/20 £0.4m	Future Years Nil	Variance Against Budget	£0.02m over budget		
	Notes	A reserve of £0.5m was created to fund the one off project costs related the Role to Rank implementation. Part of this included £0.2m for staff costs, which underspent slightly in 2018/19. This has been offset by £0.1m of unexpected costs, including changes to PPE that were previously expected to be covered by the contract.								
Current status	The R2R funding has now been agreed by the Corporate Investment Board and passed to the Deputy Mayor for Fire and Resilience. The implementation of the R2R 2019 Agreement is scheduled for 15 October, so the focus is very heavily on communications to staff regarding the changes and implementation plans for the 15 October. The talks with the London Region Fire Brigade Union (FBU) have concluded and an interim arrangement has been agreed by both sides. Seven out of eight briefing sessions have been concluded for WM B and WM A Ring-Fenced officers so that all WM B/WM A Ring-Fenced officers will have been briefed before implementation. The R2R project remains on time for delivery and roll out on the 15 October 2019.									

Project	13. DaMOP Review						Last RAG	G	Current RAG	G
Project Objective	The project will deliver a new framework and assurance process that integrates local and centralised training and exercising, in order that the organisation and individuals (managers and staff) in operational, control and specialist roles are able to demonstrate maintenance of their professional competence. This will include a review of internal and external IT systems , including the current learning system Big Learning, and the development and implementation of system enhancements and/or the procurement of new systems to support the new framework.									
Project start date	Jun 2018	Forecast end	Jun 2020	Sponsor	Deputy Commissioner Director of Safety and Assurance		Project Manager	Frazer Ferguson		
Major milestones	Due	RAG	Milestones				Comments			
	Jul 2019	B	IT Closedown and move into business as usual for interim changes (phase 1)				Complete			
	Jun 2020	G	Review of policy name to incorporate staff groups included in phase 2.				On Target			
	Jun 2020	G	Incorporate NOG guidance.				On Target			
	Jun 2020	G	Reviewing and agreeing core skill competence requirements for Fire Rescue Unit appliances in phase 2.				On Target			
	Jun 2020	G	Reviewing and agreeing core skill competence requirements for Control staff (theory & practical) at all levels (phase 2).				On Target			
Finances	Project Budget	Nil	Project Spend	Previous years Nil	2019/20 Nil	Future Years Nil	Variance Against Budget	Nil		
	Notes	The project will be managed within existing resources.								
Current status	Work on the phase 2 work streams is on going. Staff changes have been implemented to reflect promotions and creation of a new project support officer role. The team have produced a phase 2 planner that identifies milestones and anticipated timeframes for delivery of each specialism. The control work stream is in the research phase and the proposed competency headings for these are to be presented at the October project board meeting.									