

Decision title

Key Projects for 2018/19 – Quarter 3 Report

Recommendation by
Assistant Director for Strategy and Risk

Decision Number
LFC-0137-D

Protective marking: **NOT PROTECTIVELY MARKED**

Publication status: Published in full

Summary

Report LFC-0137 updates the London Fire Commissioner on key projects being undertaken within the London Fire Brigade as at the end of December 2018. Detailed status reports which show the position of each 'A' governance project are included within this report.

Decision

The London Fire Commissioner notes the report.

Dany Cotton QFSM
London Fire Commissioner



Date

5-6-19

Access to Information – Contact Officer

Name	Steven Adams
Telephone	020 8555 1200
Email	governance@london-fire.gov.uk

Report title

Key Projects for 2018/19 – Quarter 3 Reporting

Report to

London Fire Commissioner

Date

27 February

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Assistant Director Strategy and Risk

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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 December 2018. 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 three monitoring report for 2018/19 on key projects.

Key projects update

2. At the end of December 2018, there were:
 - Twelve 'A' governance projects (those which affect multiple directorates; have a significant business impact and/or are of particular risk to the London Fire Commissioner) as follows:
 - Mobile Data Terminal (MDT) Replacement;
 - Emergency Services Network (ESN);
 - Personal Protective Equipment (PPE) Replacement 2018;
 - Command Unit Replacement (CURP);
 - Integration of National Operational Guidance into LFB;
 - Paging Replacement;
 - Respiratory Protective Equipment (RPE);
 - Operations Support Centre (OSC);
 - Business Intelligence Solution (BIS);
 - LFB Training Centre Croydon;
 - Role to Rank; and
 - Development and Maintenance of Operational Professionalism (DaMOP) Review.

- Five '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.
- Two 'C' governance projects (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 three, December 2018 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. Project delivery has been delayed due to a range of technical issues (including a decision to deploy Windows 10 on all devices to improve security in the light of cyber attacks over the last year), the need to secure compliance with Airwave radio infrastructure, and the need to coordinate roll-out of devices with the appliance replacement programme.
5. Final testing of the MDT build is now complete and has received signoff from operational officers. A master build is now in the process of being created by ICT in preparation for deployment across the pumping appliance fleet.
6. A familiarisation package is being developed that will enable crews to use a virtual instance of the ScResponse software before they receive the new MDT. New MDT builds can then be issued to LFB Fleet and Babcock for installation on pumping appliances where crews have been trained using the familiarisation package. Sat Nav devices, enabled with ScGuide to receive mobilising messages, will also be issued to LFB Fleet and Babcock with the new MDTs.
7. The Airwave accreditation for the Sat Nav devices is expected to be completed the end of February 2019 making the devices available for deployment alongside the MDTs in March. Sat Nav devices will be installed on all call sign attributed Brigade vehicles.
8. Appliance tablets have already been issued and provide mapping, hazardous materials data and vehicle extrication data to crews. These tablets will be further enhanced with a Premises Risk Assessment (PRA) app and Operational Risk Database (ORD) app in the coming months once testing and familiarisation has been completed. These apps can be pushed remotely to the tablet devices. A familiarisation package is also in development for crews for the apps and will be released in advance of app deployment to the tablets.
9. As the remaining issues to deployment of the MDT and Sat Nav's have now been resolved and preparations for familiarisation and deployment are well underway, this project will report as green going forward.

Emergency Services Network (ESN)

10. 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.
11. ESMCP have confirmed ESN will be delivered on an incremental basis with data capability being available before critical voice. ESMCP are working on a revised Full Business Case (FBC) and plan that reflects this delivery model. The Airwave [Firelink] service has been extended to the end of 2022 with extensions possible beyond this.
12. The Home Office have provided grant funding to all FRSs including LFB for the costs of transition to ESN. This is to cover specific deliverables e.g. upgrading the Control room and for staffing costs to implement ESN. The change to the delivery approach, increased timescales and the need to extend the Airwave contract for a number of years means ESMCP have to produce a revised Full Business Case (FBC) which is forecast to be agreed by the end of March 2019. The contract for Fire Rescue Services to use Airwave is through Firelink, which is managed by the Home Office.
13. It is not possible to assess what funding LFB or other Emergency Services will receive going forward for transition until the FBC has been agreed by the various Government departments. The Home Office Permanent Secretary has given written assurance that Airwave will be available for operational use until all Emergency Services have transitioned to ESN and there has been confirmation that grant funding for the Airwave Service will continue to be paid for 2019/20. The National Fire Chiefs Council (NFCC) team and equivalent Police representatives are involved in discussions with the Home Office to ensure their delays do not cause new financial burdens for Emergency Services.
14. 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.
15. This project is reporting amber to reflect the uncertainty regarding the delays and will be reviewed when the Home Office programme communicates its revised plan to deliver ESN.

Personal Protective Equipment (PPE) Replacement 2018

16. The Authority agreed in January 2015 (FEP2381 – Extension and Re-procurement of the Personal Protective Equipment (PPE) Contract) to the recommended option of extending the contract for the managed service provision of PPE with Bristol Uniforms Ltd until October 2018, and to participate in the collaborative procurement with south east brigades led by Kent Fire and Rescue Service in order to put a new contract in place by October 2018, which has been achieved.
17. Final tenders were issued in January 2017 with a return deadline of 17 February 2017. After a detailed three stage evaluation process Bristol Uniforms Ltd were the successful tenderer. Resources Committee in July 2017 authorised the Head of Procurement and Technical Service Support to enter into a Call-Off Contract under the Framework Agreement between Kent Fire and Bristol Uniforms for the provision of Firefighter Personal Protective Equipment and Urban Search and Rescue Personal Protective Equipment.

18. A project team was established which met on a regular basis with Bristol Uniforms to ensure the effective measurement, fitting and distribution of PPE to all staff. All staff were measured and deliveries of PPE to stations commenced on the 3 September 2018 with the last deliveries received on the 12 October 2018. The project went live on the 31 October 2018.
19. While there were issues regarding the correct sizing of kit and the correct provision of USAR PPE these have now been resolved and the project is now closing down. As part of the project closedown process, responsibility for undertaking business as usual and scheduling for future contract awards will be taken into consideration.
20. This project is currently reporting green.

Command Unit Replacement (CURP)

21. The Command Unit Replacement project (CURP) was established to manage the replacement of the existing command unit fleet.
22. The current fleet's operational lifespan was from 2007 to 2021, so the vehicles were approaching replacement due to current length of service. This combined with the increased obsolescence of the vehicle's IT hardware meant a previously planned refresh was impractical both in the context of cost and likely outcomes.
23. With the introduction of the Ultra Low Emission Zone (ULEZ) in central London from 8 April 2019 and its further expansion to include Inner London bound by the North and South Circular roads from 25 October 2021, there was an increased impetus on new Brigade vehicles to conform to the new requirements.
24. Technical and Support Services (TSS) researched the anticipated costs of a hybrid vehicle and a full electric vehicle. For a hybrid vehicle there would be a potential 30 per cent uplift on the standard diesel engine option and for a full electric vehicle, there would potentially be a 50 per cent uplift over the standard diesel option. The base cost used was the original budget figure for the planned replacement of standard diesel command units.
25. Following the calculation of the anticipated costs for the hybrid and electric vehicle options, an additional budget requirement was identified in order to complete the project. A capital budget increase from the current £1.62m to £3.78m based on the full electrical solution with an additional £1m for IT costs has been agreed by the Deputy Mayor.
26. Following the project board meeting on 17 December 2018, Babcock Critical Services (BCS) have reservations around purchasing and supporting the Incident Command Operating System (ICOS) software due to their lack of expertise in this area. Discussions are being held between Fleet and Contracts Management Group to resolve this issue.
27. This project is reporting amber due to the issue regarding BCS purchasing and supporting the ICOS and the impact this will have on the project delivery timeframe.

Integration of National Operational Guidance (NOG) into LFB

28. 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.

29. The project involves a detailed review of all operational policies, procedures, technical information, training and all associated documents to create a user friendly framework of information, that reflects NOG. As well as making sure policies and guidance are reflective of NOG, this project also presents an opportunity to make sure all current policies are up to date, eliminate duplication and are written in plain English.
30. The project will also deliver a new ICT solution based upon the system being developed by the National Operational Guidance Programme (NOGP). The aim is to hold all associated information, i.e. NOG content, and LFB specific content, for example, policies, technical notes, risk assessments and training materials in one place creating a "one stop shop" environment for users.
31. Focus groups were required to give end users of the new policy framework the opportunity to contribute to the development of this framework, i.e. what type and level of information should be included, what format should be used etc.
32. The delivery of focus groups was contracted to Opinion Research Corporation (ORC) and sessions commenced in September and concluded on 7 November.
33. An outcome report has been produced by the facilitators. This report is now being used by the project team to produce a prototype of the new policy framework and this will be presented to the project board in March for approval. Following this the project will be re-baselined.
34. There have been delays with the creation of the national ICT solution and the development of risk assessments by the National Programme team. In addition, several methods of implementation have failed to produce an end solution that the team felt was fit for purpose.
35. Work is progressing well on the production of risk assessments for all extant policies and a consultant started with the project team on 24 January 2019 to finish this work stream and ensure compliance with Hazards and Control Measures featured in National Operational Guidance (NOG).
36. This project is reporting amber due to delays with the creation of the national ICT solution and the development of risk assessments by the National Programme team.

Paging Replacement

37. The Paging Replacement project was set up to provide a continuation of national pager coverage for eligible LFB officers following the withdrawal of the current supplier's service and to provide continued paging coverage for eligible officers and appliances following the termination of Hilltop Paging sites (sites across London that provide pager coverage).
38. The project is being delivered in four phases: Phase 1 – replace current Vodapage devices; Phase 2 - replace appliance and officer multitoned pagers; Phase 3 - mobile phone paging application proof of concept and Phase 4 - formal trial and testing of mobile paging application.
39. Vodapage withdrew their national paging service from 31 March 2018 and PageOne were engaged to provide a continuation of national paging coverage for LFB. Phase 1 of the project was to replace the current Vodapage devices. Replacement "like for like" devices were leased from PageOne through the CCS Framework RM1045; all Vodapage devices were replaced ahead of the 31 March deadline.

40. Notice was given by landlords for LFB to vacate key hilltop sites for the multitoned paging system that provides LFB paging coverage for officers and appliances in the Greater London area. Along with the withdrawal of the BT Kilostream service that connects all hilltop Sites, Phase 2 of the project was to replace appliance and officer multitoned pagers with replacement devices.
41. LFB have terminated all connections to the hilltop sites and a schedule is underway to vacate all remaining sites, remove LFB equipment, and for the LFB Property department to terminate any leases. All multitoned devices were replaced.
42. The project sponsor agreed to an amendment to the initial project PID to include the trial, testing and potential deployment of a paging application to corporate mobile phones.
43. Phase 3, the proof of concept (POC) of the mobile paging application, initially commenced with 22 users and investigated coverage (including national coverage) and message delivery. The POC testing was successful and proved the delivery of paging messages using android devices on a 4G network is viable.
44. Approval was given by the project sponsor to continue with formal engagement to fully integrate the mobile paging application. However, once formal quotations were received from the supplier for the mobile paging application, the cost of the application and licences etc. had greatly increased to the extent LFB would be required to go through a formal tendering process and could not progress procurement via the Vodafone contract.
45. Following discussions with the project sponsor it has been agreed to close the current Paging Replacement project as the key objectives of the project of providing a continuation of national pager coverage for eligible LFB officers following the withdrawal of the current supplier's service and to provide continued paging coverage for eligible officers, has been met.
46. The Mobile Paging Application will be established as a separate project to procure a mobile paging application that will deliver paging messages on android devices using a 4G network. .
47. This project is reporting green.

Respiratory Protective Equipment (RPE)

48. 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.
49. There are two types of self-contained BA sets in service at LFB: Standard Duration Breathing Apparatus (SDBA) carried on every front line pumping and aerial appliance and Extended Duration Breathing Apparatus (EDBA) carried on every Fire Rescue Unit (FRU) and Rapid Response Team (RRT) vehicle.
50. Currently there is one contract in place with Dräger Ltd for the supply of component parts for the BA, cylinders and telemetry equipment, which is due to expire on 1 July 2021.
51. Resources Committee paper FEP2763 (Budget Update – Additional Resourcing Requirements, 21 July 2017) indicated that consideration should be given to all front line appliances carrying EDBA and a rough estimate of an additional budget of £2.813m was allocated for this in the

paper. The paper also included additional maintenance costs for the EDPA of £613k annually from 2019/20.

52. The RPE Replacement project is managing the replacement of current BA radio equipment. This work stream is one of the early project deliverables that we are seeking to implement in advance of the 2021 rollout of new RPE. Information is currently being collected to create an output-based specification. The specification aims to identify improvements to enhance operational effectiveness and firefighter safety
53. It is anticipated that this will bring with it associated costs and ICT will be submitting a CB paper in due course outlining the radio replacement strategy and the possible use of existing framework agreements for the procurement of fire ground radios. The existing framework agreement will expire in 2019 and therefore any future specification for the next generation of BARIE sets will be most likely be put to the wider market.
54. A briefing paper was submitted to the project board in January 2019, supplemented by a demonstration, detailing potential options for enhanced retractable personal lines.
55. Retractable lines are the modern equivalent of a personal line. These lines are worn on the waist belt of a BA harness set and allow firefighters to attach themselves to each other or as a guideline to prevent them getting lost in conditions of low visibility. Retractable lines are spring-loaded (similar to a dog lead) making them more user friendly and less likely to tangle.
56. The project board agreed that a mini competition of the two viable retractable line products can commence, with an outcome paper to be submitted to Commissioner's Board on completion of the process.
57. Creation of a matrix of hazards is underway for use as a tool to evaluate the benefits and issues around the new hardware that will be procured throughout the course of this project. This document will be used to undertake a risk-based analysis to inform the specifications for future equipment to ensure that the project covers the wide range of operational hazards that LFB encounter.
58. This project is reporting green.

Operations Support Centre (OSC)

59. 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).
60. 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).
61. The premises at Pegasus Road, Croydon is now leased and officers have developed a building layout brief which involved detailed engagement with both PEG and BDC staff. A consultant project manager and consultant designers have been contracted and are progressing with this. The leasehold option is forecast to cost £4.0m, which represents a budget saving of £3.5m.

62. Stage 5 RIBA construction should commence shortly pending LFC agreements and signing of the license to alter papers, which have been received from the landlord.
63. An LFC paper to agree uplifted funding has been agreed by the Mayor and permission granted to progress awarding the contract. This is currently underway and will remain confidential until the contractor has signed the contract.
64. The funding requested has been uplifted to account for the additional costs of; the fit out works, a narrow aisle forklift truck, a hydrostatic hose testing machine and the breathable air storage. An appropriate racking solution has also been identified and will be funded as part of the project.
65. This project is reporting amber due to the previous delay in securing the premises and now the delay in having the premises refit undertaken.

Business Intelligence Solutions (BIS)

66. 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.
67. 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.
68. The development of the LFB Data portal is almost complete and the first iteration of user acceptance testing (UAT) has begun. A live date has not yet been published as there is a dependency on the infrastructure signoff for the Office 365 (O365) project which currently has no target date. If the portal is ready to launch before infrastructure signoff has been achieved then the risk will be quantified and assessed in more detail. The risk will then be presented to the project board for a decision.
69. Regular meetings of the BICC are continuing and training in the programming language has been booked and in some cases completed. The BICC team are engaged in ensuring the LFB Data portal contains all their reports.
70. The communication plan suffered a significant delay due to a technical issue with Power BI, but this is now resolved. Stories have gone out on Hotwire, Shout and in Manager's Update and these will continue on a regular basis until well past the portal live date. The two communication animations are complete and should be available on Hotwire in due course.
71. Following an internal discussion, there was a shared understanding between Procurement, Legal, Finance and ICT that progress of the contract award for the new data platform on the basis then proposed, would be workable. This has triggered a new approach to the resourcing and design of the data platform, impacting its delivery date.

72. This project was reporting as green at the end of the quarter, which is reflected in the status report in the appendix of this document. However, the project is now reporting amber as the new data platform development approach and delivery schedule are being assessed and re-planned.

LFB Training Centre Croydon

73. 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").
74. 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 for the LFB Training Centre Croydon project (FEP2759 – Proposed LFB Training Centre, Croydon).
75. The latest draft programme for the project, taking into account the expected vacant possession date for the current Protective Equipment Group (PEG) site, is for construction to be completed in February 2022. The latest programme accords with the timetable for the Operations Support Centre project (which is managing PEG's departure from their current site). Previously, there was also an issue with cost, but this has recently been addressed via changes to the design and the procurement strategy.
76. The full project brief will still be met, and still includes the construction of a new six storey real fire training venue. The design change concerns the training block, which will not be a new build, but delivered via a refurbishment of the existing PEG building.
77. The procurement strategy will follow a traditional design and build procurement process. The revised designs, cost plan, and new procurement strategy were approved by the project board in November 2018.
78. The training centre project will be re-baselined, and is expected to be rated green, once a new detailed programme is produced. This is due to be completed in May 2019.
79. This project is reporting amber as the project has yet to be re-baselined given that the original date for vacant possession and construction to be completed was October 2019 and the target date is now February 2022.

Role to Rank (R2R)

80. Following industrial action in 2010, Policy Note (PN) 251 (station working routines) and PN 439 (procedures for covering absences of uniformed managers) were disputed at the Joint Committee for Firefighters (JCF). There was a failure to agree between LFB management and the London Region Fire Brigades Union (FBU) which was escalated to the National Joint Council (NJC) Joint Secretaries. There was a lack of clarity around the contractual obligations for crew managers to redeploy appliances, to deputise for watch managers, and to be in charge of a station.
81. The Brigade signed a collective agreement with the London Region FBU on 5 September 2017 regarding a revised watch structure which covered, in particular, the designation and responsibilities of officer ranks below station manager level. The watch structures agreement is now referred to as the Role to Rank agreement (R2R).

82. A second collective agreement regarding the circumstances under which crew managers can be contractually required to redeploy appliances was signed on 13 March 2018.
83. LFB management and the London Region Fire Brigades Union have now agreed the contractual obligations for crew managers to redeploy appliances, to deputise for watch managers, and to be in charge of a station. Going forward this now means that the contractual obligations would not in the future be called into question.
84. This is a complex project and since April 2018, 19 work streams have been established covering in a number of areas including Information Technology , Training and Development and Human Resources.
85. 54 Watch Managers have been promoted into WM (B) vacancies, which will further improve appliance availability and help maintain the Brigade's officer establishment levels.
86. The R2R team are working with the Rapid Response Team (RRT) and Command Unit integration project teams to assist with these changes good progress is being made with both of these.
87. The R2R project has been able to link into a number of key work streams across the Brigade and is seeking to deliver these alongside the R2R project and implement key changes. The project is making good progress and aims to fully implement a rank-based structure during the last quarter of 2019, although some changes may be made prior to full implementation in a phased manner where possible.
88. Further meetings are being held with the London Region Fire Brigades Union to agree changes to the agreement and seek further improvements where possible. All changes would have to be ratified through the LFC governance arrangements and signed off by the Deputy Mayor.
89. This project is reporting green.

Development and Maintenance of Operational Professionalism (DaMOP) Review

90. 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.
91. An internal audit of DaMOP, undertaken by the Mayor's Office for Policing and Crime (MOPAC) in February 2018, concluded that the current policy/process provided 'limited assurance'.
92. Following approval, the Commissioner agreed a fundamental review of DaMOP over a two-year period, with changes implemented on a corporate priority risk basis. The project commenced in June 2018.
93. The project will examine a range of staff groups (all operational staff, specialists, and control staff) and the training provisions required for role related competency, providing the London Fire Commissioner and the Board with an internal assurance process that demonstrates compliance.
94. 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. Interim changes to Big Learning to provide single sign on and an enhanced search function were implemented in Q3.

95. Internal mapping and gap analysis research, alongside other FRSs and external organisations has identified 20 core competences required for FF – WM operational roles. Staff engagement was undertaken and final recommendations were agreed by the project board. Training packages linked to the core competency topics have been drafted, and following consultation with subject matter experts (SMEs) and staff engagement are now complete. The training packages will be piloted across the four Brigade Areas in March and April before being finalised.
96. The outline specification for the required changes to Station Diary has been drafted to take account of the interim arrangements.
97. The communications strategy for the interim phase has been agreed. The review will be the first "guest" blog for a period of two weeks commencing on 11 February, followed by an update at the Top Managers' meeting in March. Staff engagement through the engagement groups, Workplace, Hotwire, workshops, station visits, and Borough training days continues.
98. Work has commenced on the competency areas for middle managers (SM – GM), which is a Year 2 deliverable in liaison with SMEs and the middle manager DaMOP engagement group. An IT solution for middle managers, similar to Station Diary, will be developed as part of this project.
99. The interim (transitional) phase of the new framework (Ff – WM) is scheduled to go live on 3 June 2019. Phase 2 (specialists, middle managers and control) is scheduled to go live in June 2020.
100. This project is reporting green.

Finance comments

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

Workforce comments

102. Any issues which require staff side consultation are dealt with as part of individual work streams as outlined in this report.

Legal comments

103. General Counsel has reviewed this report.
104. 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 7 (2)(a) 2004 Act, the Commissioner must secure the provision of personnel, services and equipment necessary to efficiently meet all normal requirements for firefighting. 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

105. 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

106. 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.
107. The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership, race, religion or belief, 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).
108. Equality implications are assessed within the Equality Impact Assessments which are produced for each project and managed as part of the project governance arrangements.

List of Appendices

Appendix	Title	Protective Marking
1.	Project status report summaries as at the end of December 2018.	Not Protectively Marked

Consultation

[Note: this section is for internal reference only – consultation information for public consideration should be included within the body of the report]

Name/role	Method consulted
Philip Prior – Head of ICT Projects	By email
John Anthony – Programme Director for ESN Transition	By email
Paul Davies – Head of Project and Programme Support	By Email
Richard Mills – Assistant Commissioner for Operational Policy and Assurance	By email

Name/role	Method consulted
Patrick Tawney – Group Manager, Project Manager for RPE Replacement Project	By Email
Geoff Rogers – Technical Business Change Manager	By email
Rhys Powell – Deputy Assistant Commissioner for Technical Services & Support	By email
Peter Groves – Assistant Director for Training and Professional Development	By email
Mick Ellis – Project Manager for Role to Rank Project	By email
Frazer Ferguson – Group Manager for Training and Professional Development	By Email

Project	1. Mobile Data Terminals (MDT)						Last RAG	A	Current RAG	A
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		Aug 2019	Sponsor	Director of Corporate Services		Project Manager	Jane Plowden	
Major milestones	Due	RAG	Milestones					Comments		
	Jul 2018	B	Tablet build to include platform for delivering AWA apps, for subsequent roll out.					Complete		
	Oct 2018	B	Software deployment of Panasonic tablet build of ScResponse.					Complete		
	Feb 2019	G	Swap out Ergo tablets with Panasonic ScResponse tablets.					On Target		
	May 2019	R	Deploy sat nav ScGuide app, in accordance with Airwave CoCo approval.					Overdue		
	May 2019	R	Roll out of virtual test instances of new MDT Software ScResponse at stations, in line with 'fixed' ScResponse release.					Overdue		
Finances	Project Budget	£2.1m	Project Spend	Previous years £2.0m	2018/19 Nil	Future Years £0.1m	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	An issue with batch mobilising was identified during the last round of testing. This has been worked on by Airbus however retesting is hampered by the unavailability of the mobilising system test environment (which is yet to be resolved). This in turn is preventing ICT from building the familiarisation package and starting the roll out of updated MDTs. The TomTom Annex A submission to Airwave has been sent and a positive return is expected early February. By the end of February, the sat navs are expected to be rolled out, complete with new software. These will have up to date maps and will be issued to new Series III (S3) appliances that are going on the run, with a swap out plan for the S3 appliances that are already in operation and using un-configured sat nav devices. The G1 Panasonic mobile tablets continue to be rolled out to new S3 appliances going on the run.									

Project	2. Emergency Services Network (ESN)						Last RAG	G	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	Mar 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	£1.3m to 18/19	Project Spend	Previous years £0.6m	2018/19 £0.7m	Future Years TBC	Variance Against Budget	Nil		
	Notes	DCLG 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. Both of 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. Personal Protective Equipment (PPE) Replacement 2018						Last RAG	G	Current RAG	G
Project Objective	Firefighters will be protected by the latest generation of firefighting personal protective equipment that meets and exceeds the required standards of protection and comfort.									
Project start date	May 2015	Forecast end	October 2018	Sponsor	Director of Corporate Services		Project Manager	Paul Davies		
Major milestones	Due	RAG	Milestones				Comments			
	Jan 2017	B	Final Tenders Issued.				Complete			
	May 2017	B	Evaluation completed.				Complete			
	July 2017	B	Contract award.				Complete			
	Aug 2018	B	Delivery and rollout of PPE.				Complete			
	Oct 2018	B	Go Live.				On Target			
Finances	Project Budget	Nil	Project Spend	Previous years	2018/19	Future Years	Variance Against Budget	Nil		
	Notes	Project spend has been managed from within existing resources.								
Current status	Final tenders were issued in January 2017 with a return deadline of 17 February 2017. After a detailed three stage evaluation process Bristol Uniforms Ltd were the successful tenderer. Resources Committee in July authorised the Head of Procurement and Technical Service Support to enter into a Call-Off Contract under the Framework Agreement between Kent Fire and Bristol Uniforms for the provision of Firefighter Personal Protective Equipment (PPE) and Urban Search and Rescue (USAR) Personal Protective Equipment. All staff were measured and deliveries of PPE to stations commenced on the 3 September 2018. The PPE went live on the target date of 31 October 2018.									

Project	4. 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			
	Dec 2018	B	Deliver an OBS for the IT Hardware and the User acceptance Test criteria, to allow Babcock's to write an Input based specification.				Complete			
	Feb 2019	G	Deliver an OBS for the Vehicle radios and communications installations within the command area. And user acceptance test criteria, to allow Babcock's to write an Input based specification..				On Target			
	Mar 2019	G	Deliver an OBS for the Vehicle and the User acceptance Test criteria, to allow Babcock's to write an Input based specification.				On Target			
Finances	Project Budget	£3.8m	Project Spend	Previous years	2018/19	Future Years	Variance Against Budget	Nil		
	Notes	The 2019/20 Budget Update includes a proposed capital budget increase from the current £1,620k to £3,780k based on electrical solution and also, an additional £1,000k for IT costs.								
Current status	Following the project board meeting on 17 December 2018, Babcock Critical Services (BCS) have reservations around purchasing and supporting the Incident Command Operating System (ICOS) software due to their lack of expertise in this area. Discussions are being held between Fleet and Contracts Management Group to resolve this issue.									

Project	5. 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			
	Oct 2017	B	Phase 1 national system ready.				Complete			
	Apr 2018	R	Attain approval from Project Board for required funding for LFB changes to NOG phase 2 solution (LFB Additions) and existing system changes.				Overdue			
	Jul 2018	R	Project Board sign off framework proposal.				Overdue			
Finances	Project Budget	£0.9m	Project Spend	Previous years Nil	2018/19 £0.1m	Future Years £0.8m	Variance Against Budget	Nil		
	Notes	Project is now forecast to be spent by the end of 2019/20 due to delays but is still expected to spend within the original budget provided.								
Current status	A presentation of the outcome of the focus groups has now been organised and the solution for the new policy framework will be presented to the project board in early March 2019. Following this the project will be re-baselined. A specialist consultant will be employed from 24 January 2019 to enable timely completion of the Risk Assessment work stream.									

Project	6. Paging Replacement							Last RAG	G	Current RAG	B
Project Objective	To provide a continuation of National Pager coverage for eligible LFB officers following the withdrawal of the current supplier's service, and to provide continued paging coverage for eligible officers and appliances following the termination of Hilltop Paging sites.										
Project start date	Sept 2017	Forecast end		May 2019	Sponsor		Deputy Commissioner Director of Operations		Project Manager		Geoff Rogers
Major milestones	Due	RAG	Milestones						Comments		
	Dec 2017	B	ICT System configurations complete and sample testing carried out.						Complete		
	Feb 2018	B	Phase 1 Devices deployed.						Complete		
	July 2018	B	Phase 2 Devices deployed.						Complete		
	Aug 2018	B	Notice given to BT for remaining hilltop paging sites. Contract to be terminated.						Complete		
	Oct 2018	B	Proof of concept trial of mobile paging application.						Complete		
Finances	Project Budget	Nil		Project Spend	Previous years Nil	2018/19 Nil	Future Years Nil	Variance Against Budget		Nil	
	Notes	Project spend has been managed from within existing resources.									
Current status	Following a successful proof of concept trial for the paging application, which was part of phase 4 of the Paging Replacement project, formal quotations were received from the supplier. There was a significant increase in the cost of the application and licences, which would require LFB to go through a formal tendering process. Discussions were held with the project sponsor and CIO of ICT and a decision was made to establish a separate project to procure the Mobile Paging Application. Therefore the Paging Replacement project will formally close and closure documentation is currently being drafted.										

Project	7. Respiratory Protective Equipment (RPE)						Last RAG	N/A	Current RAG	G
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		
	Feb 2019	G	PID sign off.					On Target		
	Apr 2019	G	Output-based specification.					On Target		
	Aug 2019	G	Issue tender.					On Target		
	Jan 2020	G	User trials.					On Target		
Finances	Project Budget	£10.1m	Project Spend	Previous years N/A	2018/19 N/A	Future Years £10.1m	Variance Against Budget	Nil		
	Notes	Capital budgets have been approved of £2.3m for replacement of BARIE sets in 2019/20 and £5m in 2020/21 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	Work on the PID is ongoing and the project board were consulted on a final draft at the January meeting. Minor changes were identified, and a date of mid-February was proposed as a realistic timescale to move to an agreed document. A briefing paper (supplemented by a demonstration) was submitted to the project board in January detailing potential options for enhanced retractable personal lines. The project board agreed that a mini-competition of the two viable products can begin, with an outcome paper to be submitted to Commissioner's Board on completion of the process. Creation of a matrix of 'incident types' is underway for use as a tool to evaluate the benefits and issues around the new hardware that will be procured throughout the course of this project.									

Project	8. Operations Support Centre (OSC)						Last RAG	A	Current RAG	A
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, BDC and OSU to all the Authority's premises and front line operations.									
Project start date	Oct 2016	Forecast end	Jan 2020	Sponsor	Assistant Director Technical and Commercial		Project Manager	Rhys Powell		
Major milestones	Due	RAG	Milestones				Comments			
	Jan 2019	A	Licence of change from landlord.				Off Target. Agreed in principle on 13/09/18, but no legal agreement yet.			
	Feb 2019	A	Commence internal construction.				Off Target. Tender is pending LFC governance agreement.			
	Sep 2019	A	Internal construction complete.				Off Target. Tender is pending LFC governance agreement.			
	Nov 2019	A	Fit out completed.				Dates now potentially put back due to above.			
	Jan 2020	A	PEG & BDC relocation completed.				Dates now potentially put back due to above.			
Finances	Project Budget	£7.5m	Project Spend	Previous years £0.2m	2018/19 £0.0m	Future Years £4.1m	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	Stage 5 construction is due to commence pending LFC agreement. An appropriate racking solution has been identified and will be funded as part of the project. A computer based logistics trial is going to commence with a view to making the van service more cost effective, efficient and less polluting to the environment. This project is reporting as amber due to the previous delay in securing the premises and now the delay in having the premises refit undertaken.									

Project	9. 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			
	Nov 2018	B	Fill open positions in BI team.					Complete			
	Mar 2019	G	Develop SharePoint portal.					On Target			
	Mar 2020	G	Deliver data platform.					On Target			
Finances	Project Budget	£1.8m		Project Spend	Previous years £0.2m	2018/19 £0.3m	Future Years £1.3m	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 2020/21.									
Current status	The landing page reports/dashboards and report catalogue for the portal are almost complete. The Iterations work stream remains on hold, but new reports and a number of new dashboards are being delivered for the landing pages. Communications for the project have re-started and there was a story on Hotwire and in Managers Update just before Christmas.										

Project	10. LFB Training Centre Croydon							Last RAG	A	Current RAG	A
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		Feb 2022	Sponsor	Deputy Commissioner Director of Safety and Assurance		Project Manager	Peter Groves		
Major milestones	Due	RAG	Milestones						Comments		
	Dec 2019	A	Vacant Possession						These milestones will return to "green" when the project is re-baselined.		
	Dec 2019	A	Planning Decision								
	Nov 2019	A	Execute Build Contract								
	Feb 2022	A	Complete Construction								
	Dec 2022	A	Training commences								
Finances	Project Budget	£15.5m		Project Spend	Previous years £0.4m	2018/19 £0.0m	Future Years £15.1m	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	A revised design and associated cost plan were presented to and approved by the Project Board on 20 November 2018. This involves a refurbishment of the existing Protective Equipment Group (PEG) building, instead of a new training block. The new six storey real fire training venue (RFTV) remains in scope, and the designs presented meet all elements of the project brief. The new scheme is also affordable, per the cost plan. The external quantity surveyors and designers, Fulkers, have been instructed to progress the project to the end of RIBA stage two. The project RAG status remains Amber. This is expected to change to Green once a revised programme is produced by Fulkers, and the project re-baselined accordingly.										

Project	11. 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. This change will also enable the eventual removal of Crew Manager +, Firefighter ^ and Firefighter + schemes which will no longer be required. The new rank based structure will consist of Firefighter, Leading Firefighter, Sub Officer and Station Officer. This change will deliver a simplified new structure and clearer responsibility levels for all ranks will be established.									
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		
	Feb 2019	G	Agree communications plan to inform the workforce.					On Target		
	Mar 2019	G	Review current Crew Manager positions and consider compulsory transfers were required to pre plan for the additional 140 Sub Officer positions that will be created at multi appliance stations.					On Target		
	Apr 2019	G	Forward development process for Officers.					On Target		
	May 2019	G	Computer system builds.					On Target		
	Jun 2019	G	Design and release new training CBT packages.					On Target		
	Sep 2019	G	Review and update policies (where applicable).					On Target		
Finances	Project Budget	£0.8m	Project Spend	Previous years £0.1m	2018/19 £0.3m	Future Years £0.4m	Variance Against Budget	Nil		
	Notes	This project is now estimated to spend £0.8m. This includes £0.4m in operational staff costs that are contained within the LFB's overall operational staff budget. The remaining spend, on other project staff, changes to systems and training costs has been funded from the organisational underspend in 2018/19 and will be funded from an earmarked reserve that has already been established for this project.								
Current status	Following the Role to Rank (R2R) project board meeting on 7 January 2019, board members agreed an implementation date of 28 October 2019 and we are working towards this date.									

Project	12. 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	June 2018	Forecast end	May 2020	Sponsor	Deputy Commissioner Director of Safety and Assurance		Project Manager	Frazer Ferguson		
Major milestones	Due	RAG	Milestones				Comments			
	Oct 2018	B	Research/Staff Engagement (in conjunction with Comms team)				Complete			
	Mar 2019	G	Delivery of staff communications strategy in advance of Phase 1 go-live.				On Target			
	Jun 2019	B	Reviewing and agreeing Phase 1 interim core skill competence requirements for Operational staff (theory & practical) at all levels from current training resources.				Complete			
	Jun 2019	G	Roll-out of interim placement to DaMOP for Watch based staff.				On Target			
Finances	Project Budget	Nil	Project Spend	Previous years N/A	2018/19 Nil	Future Years Nil	Variance Against Budget	Nil		
	Notes	The project will be managed within existing resources.								
Current status	The project is progressing as scheduled. Changes to existing training packages have been forwarded to Babcock to undertake a review of the changes and the resources and timeframes needed to make the amendments. A proposal on the recording and assurance processes is expected this month, which will be on the agenda for the next project board meeting for decision. A communications strategy will also be taken to the project board for agreement. Work has also started on looking at the competency framework for middle managers, this is still in the planning phase and progress will be regularly reported on.									