LONDON FIRE BRIGADE

Report title

Work Reprioritisation

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Commissioner's Board London Fire Commissioner	10 February, 2021
Report by	**Report number**
Director for Transformation	LFC-0484x

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Executive Summary

Since December 2020, the increase in COVID transmission has affected the London Fire Brigade's project delivery plans. Work related stress has increased since fewer people are available to deliver these projects.

This paper recommends changes to specific project delivery plans to protect the wellbeing of our people.

The Directors and Heads of Service went through a process to identify project work to slow, pause, or defer. They also quantified the impact of each recommendation. A review of these changes found there are no financial or contractual implications. Paused or deferred projects all have an expected restart date.

Changing these projects will reduce the volume of work delivered in the short-term. The Heads of Service will communicate these changes to the teams delivering the work. Where appropriate, we will also communicate these changes to those who scrutinise and hold the London Fire Commissioner accountable.

Recommended decisions

That the London Fire Commissioner:

1. Agrees to the specific recommendations to change project delivery plans as detailed in Appendix 1 Table 1 titled Projects changed by 'Work Re-prioritisation'.

2. Instructs Directors and Heads of Service to implement the changes to project delivery plans, effective immediately, and communicate these changes to their people.

Introduction and Background

1. During the COVID pandemic, the London Fire Brigade has continued to maintain service delivery levels and provide support to the London Ambulance Service.

2. Since December 2020, the effects of COVID on the people delivering and supporting the Brigade's services have increased. More members of staff had to self-isolate or receive medical treatment. Home schooling was re-introduced without prior notice to parents and schools. This disrupts everyone's life, some more than others. As a result, people's daily work capacity is reduced and there are fewer people available to work. This means an increase in work related stress. While we know the current situation is a temporary condition, we do not know how much longer it will persist. We must protect the wellbeing of our people and continue to protect and serve Londoners.

3. There are two types of work. First is the delivery of services to the community, the day to day running of the Brigade. The second category of work is projects. The purpose of project work is to change the day-to-day work in ways that benefit the communities we serve. We adjusted our project plans to account for the pandemic. But this more transmissible strain of COVID means some of those plans are no longer achievable. With a priority to serve and protect London, that means we have to recommend reducing the amount of project work we do in the short term.

Alternative Options Considered and Consultation

4. The Directors have held several discussions about the impact COVID is having on people's workloads. They asked the Heads of Service to take part in a review process of our active projects. These leaders are best positioned to understand the impact COVID is having on their teams as they balance the day-to-day activities of their department. They know what is and isn't possible in the current climate. We asked the person responsible for a project to make a recommendation of how to proceed.

5. The Directors asked the person accountable, for delivering the project, to make a recommendation for their project plan using the following criteria:

   Stop – stop all work on this project, no restart planned,

   Continue as is – work on this project proceeds as planned,

   Continue but extend - work continues but the delivery deadline is extended,

   Slow down - reduce the pace of work,

   Defer – delay starting the work, the new planned start date is….,

Pause – stop all work on this topic, expected restart date is….,

De-scope – remove specific elements of the project, the rest of the work continues as planned.

6. If their recommendation changed a project plan, they also need to assess the impact. That work is found in Appendix 1 Table 1 titled, 'Work Re-prioritisation'.

7. Offering stop or de-scope as an option allowed us to reconfirm that these projects or specific elements of a project are still viable and will deliver benefits. There were no recommendations to stop or de-scope any project.

8. For any work, identified as defer or pause, an expected restart date is provided. This allows others, reviewing this report, to plan accordingly.

9. All projects found in Appendix 1 Table 1 have been checked to see if they are connected to one of the three major programmes of work. Those programmes are the Transformation Delivery Plan (TDP), Grenfell Tower Investigation (GTI) Phase 1 recommendations, and Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMI) recommendations. To identify impact to any existing commitments, Fiona Dolman, Director for Transformation, and Andy Bell, Assistant Commissioner were consulted. They found no issues that would impact the three programmes in any of the recommended changes.

Objectives and Expected Outcomes

10. This report proposes a decision to change the timings for delivery of specific projects as documented in Appendix 1 Table 1 titled 'Work Re-prioritisation'.

11. The expected outcome of this change is protecting the wellbeing of the people working for the brigade during an unprecedented period of disruption. This will be accomplished by allowing Heads of Service to reduce their project workload. We anticipate this outcome to have immediate affect as the Heads of service were consulted directly and asked for their recommendations.

12. The Head of Service, responsible for the project, reviewed any changes to the delivery plans to see if that change has a financial or contractual implication. That review found no financial changes and no contractual breaches.

13. The plan is to still deliver all the projects but change the timing for some projects.

Impacts

14. The impact to the day-to-day working of people in the Brigade is to reduce the amount of project work they need to deliver in the short-term, in addition to reducing the amount of change being implemented for those in service delivery roles to a manageable level. Project plans that have changed, are identified in Appendix 1 Table 1. This list will be used by the Heads of Service to communicate the change in expectations and workload to their teams.

15. A review of the projects, that are recommended for pausing or deferring, has identified no direct financial implications. Consultation with the Inclusion team has identified three projects that require mitigation work. This work is detailed in paragraph 23, sections a, b and c.

Equality Impact

16. The London Fire Commissioner and decision takers are required to have due regard to the Public Sector Equality Duty (s149 of the Equality Act 2010) when exercising our functions and taking decisions.

17. It is important to note that consideration of the Public Sector Equality Duty is not a one-off task. The duty must be fulfilled before taking a decision, at the time of taking a decision, and after the decision has been taken.

18. The protected characteristics are: Age, Disability, Gender reassignment, Pregnancy and maternity, Marriage and civil partnership (but only in respect of the requirements to have due regard to the need to eliminate discrimination), Race (ethnic or national origins, colour or nationality), Religion or belief (including lack of belief), Sex, and Sexual orientation.

19. The Public Sector Equality Duty requires us, in the exercise of all LFC functions (i.e. everything the LFC does), to have due regard to the need to:

    a) Eliminate discrimination, harassment and victimisation and other prohibited conduct.

    b) Advance equality of opportunity between people who share a relevant protected characteristic and persons who do not share it.

    c) Foster good relations between people who share a relevant protected characteristic and persons who do not share it.

20. Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

    a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic where those disadvantages are connected to that characteristic;

    b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;

c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

21. The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

22. Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to—

(a) tackle prejudice, and

(b) promote understanding.

23. Consultation with the Inclusion Team has been completed on the proposals and although there are no significant equality impacts arising from the proposals to defer certain projects, there are three considerations which have been noted below:

a) Deferring the launch of the LFB People Survey (Appendix 1 Table 1 item 1.13): the survey had been proposed as a key metric for measuring the progress of the Togetherness Strategy and the implementation of diversity and inclusion measures. Deferring the survey impacts on the ability to collect up to date information about the impact of projects and policies on diverse LFB groups. This, however, is mitigated by the relatively short-term postponement to June 2021.

b) Deferring and amending the delivery of the Performance and Talent framework (Appendix 1 Table 1 item 1.14) roll out to further groups of staff. The change proposed is to not require each employee to set formal mandatory objectives, one of which would have been a diversity and inclusion objective, a key deliverable in the Togetherness Strategy. This is mitigated by the support which will still be provided, and the opportunity to amend this project to ensure D&I is embedded;

c) The Youth Review (Appendix 1 Table 1 item 1.07) – this project has significant equality impacts, all of which have been formally recorded in a specific equality impact assessment undertaken by the Community Safety Department and Inclusion Team.

Procurement and Sustainability

24. For this paper, there are no decisions that would require new procurement activity. Changes to the projects, such as pause or delay, do not modify the project's existing procurement arrangements.

Strategic Drivers

25. The decisions in this paper do not materially change the scope of any existing strategies. There is a short-term change to delivery timelines. Those changes are documented in table 1, 'Work re-

prioritisation', and include a forecast restart date of paused projects and a planned start date for deferred projects.

Workforce Impact

26. The decisions in this paper make no changes to the existing workforce.

Finance comments

27. This report considers work prioritisation and makes recommendations to specific project delivery plans. The Head of Service review of changes to the project delivery plans is set out in Appendix 1 Table 1 and has identified no direct financial implications.

Legal comments

28. Under section 9 of the Policing and Crime Act 2017, the London Fire Commissioner (the "Commissioner") is established as a corporation. Section 1 of the Fire and Rescue Services Act 2004 states that the Commissioner is the fire and rescue authority for Greater London.

29. The Commissioner's Scheme of Governance reserves to the Commissioner "decisions on the actions set out in the [Transformation Delivery Plan]" and "To agree all matters that have a significant impact on the organisation or service delivery, as determined by a Director".

30. Additionally, while the Commissioner may delegate his powers, this does not prevent him exercising them directly.

31. The matters in this report therefore either fall to the Commissioner to determine per the reservations to the Commissioner set out in the Scheme of Governance or may be decided by him per his normal powers to decide matters and instruct officers.

List of Appendices

Appendix	Title	Protective Marking
1.	Table 1 Projects changed by 'Work Re-prioritisation'	None
2.	Table 2 Projects unchanged by 'Work Re-prioritisation'	None

Appendix 1 – Table 1 Projects changed by 'Work Re-prioritisation'

Table 1 below, identifies the project, the recommended change to the delivery plan, the impact of accepting this change, and the date that the project work is expected to restart.

Item Number	Directorate Leading	Project Title	Recommended Change	If deferred or pause the expected restart date is…	Impact of changing the current delivery plan.
1.01	Ops Delivery	PHU Contract	Pause	Q3 FY 20/21	N/A
1.02	Ops Delivery	PPV & new firefighting technologies	Pause	Q3 FY 20/21	N/A
1.03	Ops Delivery	Wildfire and tac ad	Pause	Q3 FY 20/21	N/A
1.04	Ops Delivery	Working at Height review	Pause	Q3 FY 20/21	N/A
1.05	Ops Delivery	Blood & Flu clinics	Pause	Work integrated into CRMP plan	put into CRMP reflecting lessons from COVID period
1.06	Ops Delivery	CS/FSR policy team review	Defer	Q1 FY 21/22	N/A
1.07	Ops Delivery	Implementation of Youth Review [Equality Impact explained in paper paragraph 23.c]	Defer	Q1 FY 21/22	N/A
1.08	Ops Delivery	Model Fire stations	slow	Full roll out to start Q1 FY 20/21	re-planned timeframes

1.09	Ops Delivery	New operating Model - Fire Stations	slow	Full roll out to start Q1 FY 20/21	re-planned timeframes
1.10	Ops Delivery	One Risk project - (This is only for the Fire Safety's teams contribution)	Defer	Apr/May 21	The One Risk project is currently in Phase 1 – Requirements Gathering. Fire Safety has already provided significant input to the ICT project manager. Fire Safety will pause their contribution to the user requirements. During this pause, the Fire Stations team will use that time to provide their contribution to user requirements. Their contribution was previously delayed. This activity will maintain the project's progress. A desktop review of the One Risk project recommended the project have a Business Project Manager. This has been agreed and Fire Safety will fund the post. ICT has started the process of hiring the project manager. It is important that this project manager be onboarded prior to going to market, which is referred to as Phase 2. The Fire Safety team will reengage with ICT in later April, early May to complete their contribution. This works with the timing of bringing on a Business Project Manager and completes the work prior to going to market.
1.11	Ops Delivery	UWFS Strategy	Defer	Work integrated into CRMP plan	put into CRMP reflecting lessons from COVID period
1.12	Ops Delivery	VR/360 training delivery options & packages	Defer	Q2 FY 21/22	N/A

1.13	People	People Survey [Equality Impact explained in paper paragraph 23.a]	Defer to June 21	Jun-21	We are still in planning mode for this, so we want to defer the launch to June with option to defer further as required. This will allow us more time for planning, consultation and to get people on board. The recommendation on Culture Amp has been that our first survey should be a longer one, which provides the baseline in all the areas we want to assess. This does not stop us doing targeted surveys if necessary (either at a group of staff i.e. all new joiners, or on a specific topic i.e. covid).
1.14	People	Performance and talent [Equality Impact explained in paper paragraph 23.b]	Defer	Q1 2022/23	Top management group to ensure end of year performance conversations between line managers and appraisees happen, but no mandatory rating will be required Middle Leadership Group – we conclude the 360 process, extending timing if necessary, to take pressure off. No mandatory rating for employees, no mandatory objectives. Rest of organisation – no mandatory objective setting or rating to take place.
1.15	People	Training Delivery	Slow	N/A	Training degradation plan is in place which details risk critical training continuing and training deferred until COVID / risk assessments deem it safe to continue.
1.16	Procure-ment	Babcock Contract Management Review	Pause	Q3 FY 20/21	N/A
1.17	Procure-ment	Change control and change management procedures	Pause	Q3 FY 20/21	Implement of new procedures would be delayed
1.18	Procure-ment	Contractual relationship training & development	Pause	Q3 FY 20/21	Attending training for the HoS would be delayed
1.19	Procure-ment	Service level indicators and performance monitoring	Pause	Q3 FY 20/21	Workshops with HoS would be delayed

1.20	Property	Opening up fire stations/workplace	Pause	Unknown as COVID dependent	This work is paused due to the impact of COVID and the risks of transmission.
1.21	Transfor-mation	assurance approach development	slow	Assurance development will continue in Q4 with support of MOPAC but will carry on into Q1 FY 21/22	particularly completing scoping of level 1 and 2 assurance. Gives us more time to complete the work well.
1.22	Transfor-mation	BAF reporting	defer to Q2 FY	Jul-21	Impact on Audit committee 3 months more without high level assurance activity. Need to brief assurance committee members
1.23	Transfor-mation	Portfolio and Programme Management (PPM) and business change capability assessment	defer to Q1 FY	Apr-21	clarity of skills in place and training/recruitment needed to support PPM approach will be delayed, will take longer to establish portfolio approach and start to focus on OUTCOMES of work rather than OUTPUTS
1.24	Transfor-mation	risk register development	Extend delivery	Anticipate delivery of the workstream being extend into Q1 FY 21/22	We are going to increase the support to HoS that are struggling with this work. We will continue to focus on this but recognise that the work will take longer. So, we are not slowing down as such, rather we are extending the time to do the work to recognise current capability. Reduces pressure for all. revised KPIs will need to start from the beginning of the FY. Need to confirm how we will achieve this.
1.25	Transfor-mation	Transformation Progress reporting	Slow	Switch to combined reporting every two months. Starting Feb/Mar-21	move to by exception reporting only. Combine Feb and March reporting cycles into one to be delivered on 12 March before Purdah whilst reducing burden on HoS and PMO. Report will need to carefully forecast year end position.

Appendix 2 – Table 2 Projects unchanged by 'Work Re-prioritisation'

Table 2 below, identifies the projects that will continue using their current delivery plan.

Item Number	Directorate Leading	Project Title	No Change to Plan	Impact of changing the current delivery plan.
2.01	Communi-cations	Community Engagement	Continue	This work is in the pilot stage and is integral to creation the CRMP, delivering the outward facing pillar of the TDP and meeting publicly made commitments about the transformation of the LFB. It will eventually move from a project state to BAU.
2.02	Communi-cations	LFB museum	Continue	This work is required to meet obligations we have entered into with the National Lottery Heritage Fund who are jointly funding it. LFB have contractual obligations to suppliers for the development phase which is running December 2019 - June 2021. The New Museum project contributes significantly to TDP and Togetherness strategy objectives.
2.03	Finance	Budget Savings Proposals	Continue	N/A
2.04	Finance	Finance portion of the HR & Payroll System	Continue	N/A
2.05	ICT	Improve use of SharePoint for document management	Continue	N/A
2.06	ICT	M365 User/ business change	Continue	This enhances our remoting working capacity & capability
2.07	Ops Delivery	FF(D) review as a stakeholder	Continue	N/A
2.08	Ops Delivery	NOG integration - Fires in the Open	Continue	N/A
2.09	Ops Delivery	Aerial implementation	Continue	N/A

2.10	Ops Delivery	Cadets in every Borough (virtually)	Continue	N/A
2.11	Ops Delivery	Capital Guard	Continue	Two key work streams - firstly the ongoing management of the current contract and secondly the retendering for a new contract - with a number of options to consider. Both areas are critical and must continue.
2.12	Ops Delivery	CT capability	Continue	Many parts to the Brigade's CT capability and specific projects looking at mainstreaming to the frontline. LFB also plays a lead role nationally - including managing the NILO network and lead for MTA specialist response. These workstreams are risk critical and must continue at pace.
2.13	Ops Delivery	Fire Safety Checks training	Continue	Complete Fire Safety Checks training and begin full integration Ops staff completing FSC with FSR staff
2.14	Ops Delivery	Introduce online HFSV and priority HSFV	Continue	N/A
2.15	Ops Delivery	Introduce Ops Staff roles in FSR	Continue	N/A
2.16	Ops Delivery	ORI/BRR project	Continue	Inspection of all 8005 residential high-rise premises by Dec2021
2.17	People	HR portion of the HR & Payroll System	Continue	Business analyst is 1/2 way through the process of developing system specification - Systems specification & work on TfL/GLA Group Option - Financial Management Code implementation
2.18	People	Leadership development	Continue	Based on the limited numbers of people going through supervisory and middle leadership programmes and the place in the planning cycle (we're a while away from delivery), we recommend continuing as planned. We can take an option to defer the start of either programme as we get close to the time. We are still to decide which ~130 middle leaders will go on the programme, so that's another lever we have to pull here to slow things down or take pressure off.

2.19	People	People Awards	Continue	Our view here was this piece of work is optional (in that no-one is forced to put a nomination in), so was fairly low on the demand side but was fairly important and had the potential to be very positive for the organisation, so we are recommending carrying on with this as planned.
2.20	People	Togetherness strategy	Continue	Whilst the overall aim is to continue, we will review individual elements of the action plan in the next two weeks. We are using the mid-year review of the Togetherness Strategy to review what needs to pause / stop etc, but we are mindful that there are lots of goals in the strategy we need to take in to account, so will review each one separately using the same methodology.
2.21	Procure-ment	Implementation of RFQ process	Continue	Simpler and user friendly system. No real time demand.
2.22	Property	Exit CAFM (Computer Aided Facilities Management)	Continue	The existing facilities management system is turned off 31-Mar and the new system goes live 1-Apr. This will require training by anyone who has to 'raise facilities jobs'
2.23	Property	Union Street Transformation	Continue	This has a hard end date with GLA becoming 1st floor tenant in June. Project well in hand with dedicated change manager & HoS have already designated their representative to work on project.
2.24	Property	Property strategy due 2022	Continue	Due 2022 which will be achievable depending on the TOM and other elements. There is a need to create an estates strategy that supports the TOM and aligns to other estate requirements including the LAS estate strategy. Jonathan Smith is sighted, and this may need a further discussion to align to the Transformation plan
2.25	Transfor-mation	Continuous Improvement	continue	modify approach to work on pressing issue to enable capacity.
2.26	Transfor-mation	CRMP	continue	based on timeframe requirements to deliver for Mayoral consultation

2.27	Transfor-mation	Inphase implementation (next 90 days is for risk module only)	continue	enables us to focus on this in the background and get ready to roll it out
2.28	Transfor-mation	Performance management approach development	Continue	this is development work for the transformation team for the next 2 quarters
2.29	Transfor-mation	portfolio and business change approach development	continue	continued pressure for HoS