

Decision title

---

## Key Projects for 2019/20 – Quarter 1

Recommendation by

Assistant Director, Strategy and Risk

Decision Number

LFC-0229-D

Protective marking: **NOT PROTECTIVELY MARKED**Publication status: Published in full

---

### Summary

LFC-0229 updates the London Fire Commissioner on key projects being undertaken within the London Fire Brigade as at the end of June 2019. Detailed status reports which show the position of each 'A' governance project are included within the report.

### Decision

The London Fire Commissioner notes the report.

**Dany Cotton QFSM**  
London Fire Commissioner



Date 18-09-19

Access to Information – Contact Officer	
Name	Steven Adams
Telephone	020 8555 1200
Email	governance@london-fire.gov.uk



LONDON FIRE BRIGADE

Report title

---

## Key Projects for 2019/20 – Quarter 1 Reporting

---

Report to	Date
Safety and Assurance Directorate Board	14 August 2019
Corporate Services Directorate Board	20 August 2019
Operations Directorate Board	21 August 2019
Commissioner's Board	28 August 2019

---

Report by	Report number
Assistant Director Strategy and Risk	LFC-0229

---

Protective marking: **NOT PROTECTIVELY MARKED**

Publication status: Published in full

---

### Summary

This report updates the London Fire Commissioner on key projects being undertaken within the London Fire Brigade as at the end of June 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 one monitoring report for 2019/20 on key projects.

### Key projects update

2. At the end of June 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.
- Seven '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.
  - One '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 one, June 2019 are at Appendix 1.
4. The last quarter report detailed twelve A-governance projects six of which were reporting amber, three of these projects are now reporting green. An additional A-governance project (Firefighter Apprenticeships) commenced reporting in April 2019.

### **Mobile Data Terminal (MDT) Replacement**

5. 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.
6. Communications regarding familiarisation for the MDTs has begun with articles in Managers' Update and Hotwire. A rollout plan has been developed for the installation and targeted communications are planned for stations two weeks before they are scheduled to receive their new device to ensure familiarisation has been completed. The first station that received their new MDT and Sat Nav was Ruislip on 25 July.
7. The project is reporting green.

### **Emergency Services Network (ESN)**

8. 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.

9. 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).
10. 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.
11. 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.
12. 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)**

13. The Command Unit Replacement project (CURP) was established to manage the replacement of the existing command unit fleet.
14. Following the Command Unit replacement project board on the 19 June 2019, the board decided that Fleet (Technical Support Services) will start the process of vehicle procurement with the support of Babcock Critical Services (BCS) and LFB will procure the Incident Command Operating Software. These procurements will run in parallel. LFB will start the procurement of the software in August 2019 and award the contract in May 2020. BCS will start the procurement of the vehicle in August 2019 with orders being placed with suppliers in April 2020.
15. This project is reporting amber due to delays with delivering the Output Based Specifications for the vehicle hardware and vehicle radio and communications installations, which will have an impact on the project delivery timeframe.

### **Integration of National Operational Guidance (NOG) into LFB**

16. 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.
17. Work on the Standard Operating Procedures (SOPs) within the new framework is progressing well in parallel to the work on Risk Assessments. The Service Integration Tool, which is the LFB version of the National NOG system that the NFCC Central Programme Office (CPO) is currently being developed and is estimated to be in test by the end of September 2019.
18. LFB is one of three trial services so will be one of the first to be using the system, which is planned to start in September and will run for three months. The cost of the new tool will mean that contributions from FRSs will be expected, although the potential annual cost to the LFB will not be known until procurement of the support contract is completed

19. 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.
20. This project is reporting amber due to the delay in formalising the new NFCC CPO arrangements (run by LFB) 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**

21. 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.
22. The Strategic Briefing took place as scheduled on 8 July.
23. 22 Inspectors have been at LFB for the past two weeks (22 July to 1 August) carrying out fieldwork station visits, focus groups and interviews with various heads of service and subject matter experts.
24. The Hot Debrief with the Commissioner and Directors will take place on 8 August.
25. A draft copy of report is due October/November with the final report published with other Tranche Three reports in November/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. The tender process for retractable personal lines, (these are lines worn on the waist belt of a BA harness set and allow firefighters to attach themselves to each other or to a guideline to prevent them getting lost in conditions of low visibility) has concluded and the contract was awarded in June. Lines have been ordered with rollout due to start in September 2019.
29. An interim solution to improve communication at incidents has been identified and discussions are taking place about the most expeditious procurement route. Testing of this is currently underway at four selected fire stations and through use at Babcock training venues over the course of July and August. Once testing is complete a report will be submitted via project governance and ultimately to Commissioner's Board with recommendations.
30. Creation of the output-based specifications for the replacement of RPE equipment and any further ancillary equipment is underway however current research into cylinder capacities which

will inform the specification is taking longer than planned. Initial findings from the research undertaken to date has indicated there should be improvements in safety and potential cost reduction from undertaking the procurement exercise. The delay in producing the specification has impacted on the date for tender issue. At this stage of the process it is not possible to give definitive timescales on when the tender issue will take place and the subsequent impact on the final implementation date.

31. Following discussions with key stakeholders, a decision has been made to look into the options that are available to LFB with regard to whether current BA cylinders will be retained or whether this offers a constraint to procurement. The Director of Safety and Assurance has requested a cost benefit analysis be undertaken, which should be concluded in late August.
32. A communications strategy has been planned that will encompass articles in Managers' Update, Operational News and Hotwire. The first article was published in June with further communication planned for August.
33. This project is reporting green.

### **Zero Emission Pumping Appliance 1 (ZEPA1)**

34. 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.
35. 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).
36. 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.
37. 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.
38. LFB is currently seeking clarity from Babcock Critical Services (BCS) regarding support and resources for ZEPA1 including procuring ZEPA via BCS.
39. Meetings are scheduled for 7 and 8 August with Berlin Fire Brigade to understand their zero emission project. The duty cycle work with Millbrook is complete. Results will be shared with suppliers and referenced in public announcements.
40. A new engagement process is taking place with the specialist bodybuilders and component suppliers to inform the Prior Information Notice (PIN) and contract.

41. One of the benefits highlighted in the project's business case regarding future cost avoidance included the exploration of opportunities for external project funding. An application was made to Innovate UK (part of the UK Research and Innovation Organisation) through their funding competition IDP15 (The Road to Zero Emission Vehicles, R&D), which was unfortunately unsuccessful. Alternate approaches regarding funding are now being considered by the project team.
42. This project is reporting green.

### **Firefighter Apprenticeships**

43. 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.
44. 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).
45. The Brigade and Babcock have developed a firefighter apprenticeship programme to be an integral part of a trainee firefighter's development. The programme will support, develop and assess firefighters to national standards in the first 18 months of their career, offering timely progression, functional skills training and additional learning support.
46. The apprenticeship provides trainee firefighters with a Level 3 qualification in Operational Firefighting and the opportunity to apply for Institute of Fire Engineers (IFE) Technician status, which provides access to a range of Continuous Professional Development (CPD) resources.
47. All new trainee firefighters will complete an 18 month apprenticeship that is integrated within trainee firefighters development and delivered by Babcock. Babcock will be responsible for meeting the Education Skills Funding Agency (ESFA) and Ofsted compliance rules and inspections.
48. The design of apprenticeship assessments is underway with Skills for Justice Awards (SfJA), a draft Gateway schedule has been produced, knowledge test questions are being reviewed by Operational Assurance and operational scenarios being developed.
49. This project is reporting green.

### **Operations Support Centre (OSC)**

50. 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).
51. 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).

52. The premises at Pegasus Road, Croydon is leased and officers have developed a building layout brief involving detailed engagement with both PEG and BDC staff. The contractor took possession of the site on 4 March 2019 and has commenced work on the site.
53. The current anticipated practical completion date for construction and fit out is 13 December 2019 with the start of the phased move of PEG and BDC anticipated as mid January 2020.
54. A computer based logistics trial is being tested and a pilot will commence in due course. The aim is to make the van service more cost effective, efficient and less polluting to the environment.
55. This project is reporting green.

### **Business Intelligence Solutions (BIS)**

56. 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.
57. 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.
58. The LFB Data portal signoff has been delayed due to some last minute concerns about speed of launch and some late design tweaks. The target live date is now September.
59. The iterations work stream was rebranded and split into three work streams: report evaluation and creation, user adoption and ops performance management tool.
60. The data platform work stream has completed stakeholder engagement and delivery roles have been agreed.
61. The funding issues with the user adoption work stream have been resolved and a specialist secondment vacancy to join the work stream will be advertised on Hotwire.
62. This project is reporting green.

### **LFB Training Centre Croydon**

63. 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).
64. 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).



65. The project board approved a revised procurement strategy (a traditional single stage design and build approach) at the board meeting on 11 February.
66. The proposal is 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. When combined with project costs the estimated total cost of the project is £14.7m. The revised fee proposal is based on enhanced de-risking of the design, greater cost certainty and estimated lower overall project cost. The building programme has also been reduced by six months from February 2022 to September 2021.
67. This project is reporting green as the project milestones have now been re-baselined in line with the new target date of September 2021.

### **Role to Rank (R2R)**

68. 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.
69. 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.
70. LFB management and the London Region FBU have agreed the contractual obligations for Leading Firefighters to redeploy appliances, to deputise for Sub Officers, and to be in charge of a station.
71. The R2R project remains on track and implementation plans are being developed for go live on the 15 October 2019. Extensive internal and external communications are taking place to keep LFB staff and external partners updated.
72. This project is reporting green.

### **Development and Maintenance of Operational Professionalism (DaMOP) Review**

73. 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.
74. 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'.
75. 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.
76. 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.

77. 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.

78. This project is reporting green.

### **Finance comments**

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

### **Workforce comments**

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

### **General Counsel's comments**

81. 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.

82. 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**

83. 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**

84. 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.

85. 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).
86. 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 June 2019.	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
Safety and Assurance Directorate Board	Written report
Corporate Services Directorate Board	Written report
Operations Directorate Board	Written report
Commissioners Board	Written report

<b>Project</b>	<b>1. Mobile Data Terminals (MDT)</b>					<b>Last RAG</b>	<b>A</b>	<b>Current RAG</b>	<b>G</b>
<b>Project Objective</b>	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.								
<b>Project start date</b>	Sep 2014	<b>Forecast end</b>	Jan 2020	<b>Sponsor</b>	Director of Corporate Services	<b>Project Manager</b>	Jane Plowden		
<b>Major milestones</b>	<b>Due</b>	<b>RAG</b>	<b>Milestones</b>				<b>Comments</b>		
	Feb 2019	<b>B</b>	Swap out Ergo tablets with Panasonic ScResponse tablets.				Complete		
	May 2019	<b>B</b>	Build appliance tablets with ScResponse/Crash/Cemdata for Tranche 3 S3 appliances.				Complete		
	May 2019	<b>B</b>	Build virtual MDTs for familiarisation.				Complete		
	Jun 2019	<b>B</b>	Build Sat Navs for appliances.				Complete		
	Jul 2019	<b>G</b>	Deploy sat nav ScGuide app, in accordance with Airwave CoCo approval.				On Target		
<b>Finances</b>	<b>Project Budget</b>	£2.1m	<b>Project Spend</b>	Previous years £2.0m	2019/20 £0.1m	Future Years Nil	<b>Variance Against Budget</b>	Nil	
	<b>Notes</b>	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.							
<b>Current status</b>	Communications for familiarisation has begun with articles in Managers' Update and Hotwire and also direct communications with stations. A rollout plan has been developed for the installer and targeted communications are planned for stations two weeks before they are scheduled to receive their new device to ensure familiarisation has been completed. The first station to receive their new MDT and Sat Nav will be Ruislip on the 25 July.								

<b>Project</b>	<b>2. Emergency Services Network (ESN)</b>						<b>Last RAG</b>	<b>A</b>	<b>Current RAG</b>	<b>A</b>
<b>Project Objective</b>	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.									
<b>Project start date</b>	Mar 2016	<b>Forecast end</b>	Dec 2022	<b>Sponsor</b>	Director of Corporate Services		<b>Project Manager</b>	John Anthony		
<b>Major milestones</b>	<b>Due</b>	<b>RAG</b>	<b>Milestones</b>				<b>Comments</b>			
	TBC	<b>A</b>	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			
<b>Finances</b>	<b>Project Budget</b>	£3.3m (based on current funding)	<b>Project Spend</b>	Previous years £1.0m	2019/20 £0.1m	Future Years £2.2m	<b>Variance Against Budget</b>	Nil		
	<b>Notes</b>	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.								
<b>Current status</b>	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.									

<b>Project</b>	<b>3. Command Unit Replacement (CURP)</b>						<b>Last RAG</b>	<b>A</b>	<b>Current RAG</b>	<b>A</b>
<b>Project Objective</b>	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.									
<b>Project start date</b>	Mar 2016	<b>Forecast end</b>	Oct 2021	<b>Sponsor</b>	Assistant Commissioner of Operational Policy and Assurance			<b>Project Manager</b>	Abdel Guermellou	
<b>Major milestones</b>	<b>Due</b>	<b>RAG</b>	<b>Milestones</b>						<b>Comments</b>	
	May 2019	<b>B</b>	Deliver an OBS for the vehicle radios and communications installations within the command area and user acceptance test criteria to allow Babcock to write an Input based specification.						Complete	
	Jul 2019	<b>A</b>	Deliver an OBS for the vehicle procurement and the user acceptance test criteria to allow Babcock to write an Input based specification.						Off Target	
	Aug 2019	<b>G</b>	LFB to commence procurement of the Incident Command Operating System and IT Hardware.						On Target	
	Aug 2019	<b>G</b>	Babcock to complete the input based specifications to enable tender for the vehicle and hardware.						On Target	
<b>Finances</b>	<b>Project Budget</b>	£3.24m	<b>Project Spend</b>	Previous years Nil	2019/20 Nil	Future Years £3.24m	<b>Variance Against Budget</b>	Nil		
	<b>Notes</b>	The 2019/20 Budget included a capital budget increase from £1.6m to £3.24m, based on full electrical solution. 2019/20 includes a reserve of £0.5m to cover revenue costs and an ongoing slot price of £0.1m for future years. There are also pressures that can not be quantified at this stage.								
<b>Current status</b>	The project team are working on documents and information required for the OJEU (Official Journal of the European Union) process and awaiting project board agreement on publish date. The OBS with Babcock Critical Services (BCS) for the vehicle procurement is near completion.									

<b>Project</b>	<b>4. LFB Integration of National Operational Guidance Project</b>					<b>Last RAG</b>	<b>A</b>	<b>Current RAG</b>	<b>A</b>
<b>Project Objective</b>	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.								
<b>Project start date</b>	Aug 2016	<b>Forecast end</b>	Jan 2020	<b>Sponsor</b>	Assistant Commissioner of Operational Policy and Assurance		<b>Project Manager</b>	Rachel Wetheridge	
<b>Major milestones</b>	<b>Due</b>	<b>RAG</b>	<b>Milestones</b>				<b>Comments</b>		
	Jul 2018	<b>R</b>	Project Board sign off framework proposal.				Overdue		
	Mar 2019	<b>A</b>	National Incident Type Codes Workstream				Off Target		
	Jul 2019	<b>A</b>	ICT Workstream				Off Target		
<b>Finances</b>	<b>Project Budget</b>	£0.9m	<b>Project Spend</b>	Previous years	2019/20	Future Years	<b>Variance Against Budget</b>	Nil	
	<b>Notes</b>	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.							
<b>Current status</b>	Work on the Standard Operating Procedures (SOPs) within the new framework is progressing well in parallel to the work on Risk Assessments. The Service Integration Tool has been estimated to be in test by the end of September.								

<b>Project</b>	<b>5. HMICFRS Inspection</b>						<b>Last RAG</b>	<b>G</b>	<b>Current RAG</b>	<b>G</b>
<b>Project Objective</b>	To facilitate the inspection process to be carried out by HMICFRS.									
<b>Project start date</b>	Oct 2018	<b>Forecast end</b>	Dec 2019	<b>Sponsor</b>	Deputy Commissioner Director of Safety and Assurance			<b>Project Manager</b>	Steph Crow	
<b>Major milestones</b>	<b>Due</b>	<b>RAG</b>	<b>Milestones</b>					<b>Comments</b>		
	Jul 2019	<b>G</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.					On Target		
	Aug 2019	<b>G</b>	Fieldwork - the official inspection will begin and last 2 weeks. The team of inspectors will speak to staff across the brigade.					On Target		
	Aug 2019	<b>G</b>	Staff survey - this will be completed by HMICFRS and data from this will be used in the final report.					On Target		
<b>Finances</b>	<b>Project Budget</b>	£0.15m	<b>Project Spend</b>	Previous years £0.06m	2019/20 £0.06m	Future Years Nil	<b>Variance Against Budget</b>	£0.03m		
	<b>Notes</b>	A reserve of £0.15m was created to fund the establishment of a team to facilitate the HMICFRS inspection. The project spend is forecast to underspend slightly due to delays in recruiting to the posts.								
<b>Current status</b>	The strategic briefing will be held on the 8 July. The representative bodies interviews have been concluded by HMICFRS. Preparation is on going for the two weeks main inspection/field work from 22 July – 2 August. All the necessary logistics are being sorted out, including booking meeting rooms and scheduling interviews. Emails for nominations for focus groups have been sent out to various heads of service and department heads and we are currently collating names for the various focus groups requested by HMICFRS. We are liaising with EPT to ensure operational staff are able to participate in the inspection.									



<b>Project</b>	<b>6. Respiratory Protective Equipment (RPE)</b>						<b>Last RAG</b>	<b>G</b>	<b>Current RAG</b>	<b>G</b>	
<b>Project Objective</b>	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.										
<b>Project start date</b>	Sept 2018	<b>Forecast end</b>	Dec 2021	<b>Sponsor</b>	Deputy Commissioner Director of Safety and Assurance		<b>Project Manager</b>	Patrick Tawney			
<b>Major milestones</b>	<b>Due</b>	<b>RAG</b>	<b>Milestones</b>					<b>Comments</b>			
	Jul 2019	<b>G</b>	Output-based specification.					On Target			
	Aug 2019	<b>G</b>	Issue tender.					On Target			
	Dec 2019	<b>G</b>	Shortlisting.					On Target			
	Jan 2020	<b>G</b>	User trials.					On Target			
<b>Finances</b>	<b>Project Budget</b>	£10.1m	<b>Project Spend</b>	Previous years Nil	2019/20 Nil	Future Years £10.1m	<b>Variance Against Budget</b>	Nil			
	<b>Notes</b>	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.									
<b>Current status</b>	Procurement of the lines is underway with rollout due to start in September 2019. An interim solution to improve communication at incidents has been identified and discussions are taking place about the most expeditious procurement route. Testing of this solution will take place on selected fire stations and through use at Babcock training venues over the course of July and August. Creation of the output-based specifications for the replacement of RPE equipment and any further ancillary equipment is underway. A decision has been made to look into the options that are available to LFB with regard to whether our current BA cylinders will be retained or whether this offers a constraint to procurement. A cost benefit analysis be undertaken which should be concluded in late August. A communications strategy has been planned that will encompass articles in Managers' Update, Operational News and Hotwire. The first article was published in June, with further communication planned for August.										

<b>Project</b>	<b>7. Zero Emission Pumping Appliance 1 (ZEPA1)</b>					<b>Last RAG</b>	<b>G</b>	<b>Current RAG</b>	<b>G</b>
<b>Project Objective</b>	To design, build and test a prototype zero emission capable pumping appliance.								
<b>Project start date</b>	Sep 2018	<b>Forecast end</b>	Aug 2022	<b>Sponsor</b>	Nicol Thornton		<b>Project Manager</b>	Matthew Dear	
<b>Major milestones</b>	<b>Due</b>	<b>RAG</b>	<b>Milestones</b>				<b>Comments</b>		
	Aug 2019	<b>G</b>	Supplier engagement re: production of ZEPA outside of external funding.				On Target		
	Aug 2019	<b>G</b>	Issue Prior Information Notice (PIN) to outline intention to design and build ZEPA1.				On Target		
	Dec 2019	<b>G</b>	Feasibility work to install charging points at trial stations.				On Target		
	Aug 2022	<b>G</b>	Completion of build of prototype.				On Target		
<b>Finances</b>	<b>Project Budget</b>	£2.1m	<b>Project Spend</b>	Previous years £0.1m	2019/20 £0.5m	Future Years £1.5m	<b>Variance Against Budget</b>	Nil	
	<b>Notes</b>	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.							
<b>Current status</b>	LFB is currently seeking clarity from Babcock Critical Services re: support and resources for ZEPA1 including procuring ZEPA via BCS. The ZEPA Board has agreed that it will procure for ZEPA1 (potentially with an option to expand work into ZEPA2 - tbc) as opposed to procuring a ZEPA1 and ZEPA2 package. A meeting is scheduled for 8/9 August with Berlin Fire Brigade to understand their project. A new engagement process is taking place with the specialist bodybuilders and component suppliers (e.g. pumping technology) to inform the PIN and contract. Duty cycle work with Millbrook complete. Results to be shared with suppliers and referenced in public announcements (e.g. PIN). Currently investigating new opportunities for external funding .								

<b>Project</b>	<b>8. Firefighter Apprenticeships</b>						<b>Last RAG</b>	<b>N/A</b>	<b>Current RAG</b>	<b>G</b>	
<b>Project Objective</b>	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.										
<b>Project start date</b>	Jun 2016	<b>Forecast end</b>	Nov 2019	<b>Sponsor</b>	Assistant Director People Services			<b>Project Manager</b>	Damian Candish		
<b>Major milestones</b>	<b>Due</b>	<b>RAG</b>	<b>Milestones</b>					<b>Comments</b>			
	Jul 2019	<b>G</b>	Changes to existing training content signed-off through TCAP process.					On Target			
	Jul 2019	<b>G</b>	Recruit and award contract to End-Point-Assessment Organisation (EPAO).					On Target			
	Sep 2019	<b>G</b>	Develop EPA assessments with EPAO, through the EPA Design work stream, aligned to DAMOP activities, Operational Assurance and Policy.					On Target			
<b>Finances</b>	<b>Project Budget</b>	Nil	<b>Project Spend</b>	Previous years	2019/20	Future Years	<b>Variance Against Budget</b>	Nil			
	<b>Notes</b>	The project will be managed within existing resources.									
<b>Current status</b>	The design of apprenticeship assessments is underway with Skills for Justice Assessors (SfJA), a draft Gateway schedule has been produced, knowledge test questions are being reviewed by Operational Assurance, operational scenarios are being developed. SfJA have confirmed that the two 2 day BA courses trainees attend prior to assessment will from the real fire training element of the assessments. The new Hazmat exercise for trainees in workshop 2 has been developed, and will be piloted on 19 July. The contract between Babcock and SfJA has not been signed yet.										

<b>Project</b>	<b>9. Operations Support Centre (OSC)</b>						<b>Last RAG</b>	<b>A</b>	<b>Current RAG</b>	<b>G</b>
<b>Project Objective</b>	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.									
<b>Project start date</b>	Oct 2016	<b>Forecast end</b>	Jan 2020	<b>Sponsor</b>	Assistant Director Technical and Commercial			<b>Project Manager</b>	Rhys Powell	
<b>Major milestones</b>	<b>Due</b>	<b>RAG</b>	<b>Milestones</b>						<b>Comments</b>	
	Nov 2019	<b>G</b>	Complete preparatory work at both PEG and BDC to enable move to be facilitated						On Target	
	Dec 2019	<b>G</b>	Construction complete.						On Target	
	Jan 2020	<b>G</b>	Internal fit out complete.						On Target	
	Feb 2020	<b>G</b>	PEG & BDC relocation completed.						On Target	
<b>Finances</b>	<b>Project Budget</b>	£7.5m	<b>Project Spend</b>	Previous years £0.3m	2019/20 £4.0m	Future Years Nil	<b>Variance Against Budget</b>	£3.2m under budget		
	<b>Notes</b>	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.								
<b>Current status</b>	The contractor took possession of the site on 4 March 2019 and has commenced work on the site. The current anticipated practical completion date for construction and fit out is 13 December 2019 with the start of the phased move of PEG and BDC anticipated as mid January 2020. Development work for a station based trial of the Red Kite logistics system is continuing but difficulties are being experienced in simplifying the nucleus of the system to make it suitable for station use.									

<b>Project</b>	<b>10. Business Intelligence Solution (BIS) Project</b>					<b>Last RAG</b>	<b>G</b>	<b>Current RAG</b>	<b>G</b>
<b>Project Objective</b>	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.								
<b>Project start date</b>	April 2017	<b>Forecast end</b>	March 2020	<b>Sponsor</b>	Director of Corporate Services	<b>Project Manager</b>	Sally Bigland		
<b>Major milestones</b>	<b>Due</b>	<b>RAG</b>	<b>Milestones</b>				<b>Comments</b>		
	Jun 2019	<b>A</b>	Data Platform stakeholder engagement.				Off Target		
	Jul 2019	<b>G</b>	Hire Data Modeller.				On Target		
	Sep 2019	<b>G</b>	Commence Data Platform analysis and build.				On Target		
	Mar 2020	<b>G</b>	Deliver Data Platform.				On Target		
<b>Finances</b>	<b>Project Budget</b>	£1.8m	<b>Project Spend</b>	Previous years £0.5m	2019/20 £0.4m	Future Years £0.9m	<b>Variance Against Budget</b>	Nil	
	<b>Notes</b>	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.							
<b>Current status</b>	The LFB Data portal signoff has been delayed due to some last minute concerns about speed of launch and some late design tweaks. The target live date is now end of July. The data platform work stream has almost completed stakeholder engagement and delivery roles have been agreed – a tender for an external data modeller is now on GCloud. The report evaluation and creation work stream is underway. The User Adoption work stream has been temporarily paused whilst some funding issues were resolved, but we hope to have the secondment on Hotwire shortly. The Ops Performance Management Tool work stream is in a discovery phase at the moment but clear milestones should be available by next month.								

<b>Project</b>	<b>11. LFB Training Centre Croydon</b>						<b>Last RAG</b>	<b>A</b>	<b>Current RAG</b>	<b>G</b>
<b>Project Objective</b>	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).									
<b>Project start date</b>	Nov 2015	<b>Forecast end</b>	Jun 2021	<b>Sponsor</b>	Deputy Commissioner Director of Safety and Assurance			<b>Project Manager</b>	Peter Groves	
<b>Major milestones</b>	<b>Due</b>	<b>RAG</b>	<b>Milestones</b>						<b>Comments</b>	
	Feb 2020	<b>G</b>	Vacant possession.						On Target	
	Mar 2020	<b>G</b>	Planning decision .						On Target	
	Jun 2020	<b>G</b>	Execute build contract.						On Target	
	Sep 2021	<b>G</b>	Complete construction.						On Target	
<b>Finances</b>	<b>Project Budget</b>	£15.5m	<b>Project Spend</b>	Previous years £0.4m	2019/20 £1.0m	Future Years £14.1m	<b>Variance Against Budget</b>	Nil		
	<b>Notes</b>	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.								
<b>Current status</b>	Fulkers continue to progress the designs to the end of RIBA Stage 2. Work is underway to create Work Package agreements for the key project work streams.									

<b>Project</b>	<b>12. Role to Rank – formerly Watch Structure</b>					<b>Last RAG</b>	<b>G</b>	<b>Current RAG</b>	<b>G</b>
<b>Project Objective</b>	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.								
<b>Project start date</b>	Sep 2017	<b>Forecast end</b>	Mar 2020	<b>Sponsor</b>	Deputy Commissioner Director of Operations	<b>Project Manager</b>	Mick Ellis		
<b>Major milestones</b>	<b>Due</b>	<b>RAG</b>	<b>Milestones</b>				<b>Comments</b>		
	May 2019	<b>A</b>	Computer system builds.				Off Target		
	Jun 2019	<b>A</b>	Agree a Specialist Officer promotion pathway/return to operational positions for all Specialist Officer positions.				Off Target		
	Sep 2019	<b>G</b>	Agree a clear definition of the Sub Officer and Station Officer rank.				On Target		
	Sep 2019	<b>G</b>	Review and update policies.				On Target		
	Oct 2019	<b>G</b>	Design and release new training CBT packages.				On Target		
<b>Finances</b>	<b>Project Budget</b>	£0.5m	<b>Project Spend</b>	Previous years £0.2m	2019/20 £0.3m	Future Years Nil	<b>Variance Against Budget</b>	£0.03m under budget	
	<b>Notes</b>	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.							
<b>Current status</b>	The R2R Agreement has now been presented at all three Directorate Boards and is due to be presented to the LFC on 3 July 2019. The PMF has now been updated to reflect the changes in the revised 2019 Agreement. We were pleased to identify a £12k saving so far on implementation costs which is a positive position to be reporting on. We have also identified further savings regarding the removal of the development rate of pay for station officers, sub officers and leading firefighters. Originally the paper suggested that the full cost would be £525k annually, however after careful consideration finance have identified that this can vary by as much as £147k so the costs could be less in the coming years as this figure will be influenced by the number of staff that are on development at any one time and this does fluctuate. The R2R project remains on track and we are now working on the implementation plans for the 15 October 2019. Extensive internal and external communications are now taking place to keep LFB staff and external partners updated.								

<b>Project</b>	<b>13. DaMOP Review</b>					<b>Last RAG</b>	<b>G</b>	<b>Current RAG</b>	<b>G</b>
<b>Project Objective</b>	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.								
<b>Project start date</b>	Jun 2018	<b>Forecast end</b>	Jun 2020	<b>Sponsor</b>	Deputy Commissioner Director of Safety and Assurance		<b>Project Manager</b>	Frazer Ferguson	
<b>Major milestones</b>	<b>Due</b>	<b>RAG</b>	<b>Milestones</b>				<b>Comments</b>		
	Jun 2019	<b>B</b>	Policy review and amendment.				Complete		
	Jul 2019	<b>G</b>	IT Closedown and move into business as usual for interim changes (phase 1)				On Target		
	Jun 2020	<b>G</b>	Rebranding of DaMOP				On Target		
	Jun 2020	<b>G</b>	Incorporate NOG guidance				On Target		
<b>Finances</b>	<b>Project Budget</b>	Nil	<b>Project Spend</b>	Previous years Nil	2019/20 Nil	Future Years Nil	<b>Variance Against Budget</b>	Nil	
	<b>Notes</b>	The project will be managed within existing resources.							
<b>Current status</b>	Phase 1 was successfully implemented on 1 July 19, which resulted in a new competency framework for all operational crews who ride a pumping appliance as part of their role. There were a couple of issues that arose on the day of implementation, but these were resolved by 2 July 2019. A review of phase 1 has been undertaken and the lessons learnt will be used to improve the delivery of phase 2 project deliverables.								