LFB

LONDON FIRE BRIGADE

Report title

Key Projects for 2018/19 – Quarter 2 Reporting

Report to	Date
Safety and Assurance Directorate Board	13 November
Corporate Services Directorate Board	13 November
Operations Directorate Board	20 November
Commissioner's Board	5 December

Report by	Report number
Assistant Director Strategy and Risk	LFC-0096x

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Summary

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

Recommended decision(s)

That the Commissioner's Board notes this report.

Background

1. This is the quarter two monitoring report for 2018/19 on key projects. Subsequent reporting will be on a quarterly basis.

Key projects update

2. At the end of September 2018, there were:

    - Eleven '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:

        o Mobile Data Terminal (MDT) Replacement;
        o Emergency Services Network (ESN);
        o Personal Protective Equipment (PPE) Replacement 2018;
        o Command Unit Replacement (CURP);
        o Integration of National Operational Guidance into LFB;
        o Paging Replacement;

- o Operations Support Centre (formerly Integrated Equipment and Logistics [IELP]);
- o Business Intelligence Solution (BIS);
- o LFB Training Centre Croydon;
- o Role to Rank; and
- o Development and Maintenance of Operational Professionalism (DaMOP) Review.

- Six '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 two, September 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. New Panasonic G1 tablets are being rolled out to Series 3 pumping appliances at a rate of two per week. These tablets contain a version of MDT software that is used by crews to access risk, hydrant and oxygen data. It also allows for access to ChemData and the Crash Recovery System (CRS) application, including the new facility for crews to search on car registration number plates when out in the field.

6. The Appliance Workload App (AWA) is a container application that hosts individual applications that fire crews will use on appliance tablets. This will be rolled out later on this year and the tablets already issued will be updated remotely to provide this extra functionality.

7. On 2 July 2018, Airbus, the supplier of the new software for the devices notified all of its emergency service customers that a significant bug had been discovered in the Airbus SAFEcommand™ software, which provides mapping, information retrieval and messaging services on the MDT for crews of pumping appliances and also other Brigade vehicles deployed to incidents. After consultation with Airbus and other fire rescue services who are part of the national programme to adopt Airbus SAFEcommand™, the project team determined the risk to be too great to continue deployment as planned and that it would wait for the fix to be made available before the new software for the MDTs would be released. This fix was received at the end of September. Virtual instances of the new MDT, which will allow crews to extensively

familiarise themselves with the new software, are prepared and ready to be deployed two weeks in advance of the revised go live of the new MDT software.

8. All the functionality for the satnav ScGuide software has been signed off and testing complete. Further Airwave accreditation is required for the satnavs before they can go live as a consequence of a new process introduced to accommodate Emergency Service Network (ESN) requirements.

9. As a result, the LFB are required to make a new Annex A submission, which is the paperwork that needs to be submitted to receive the Airwave Code of Connection accreditation. This submission has not yet been finalised as further details are being discussed around security. This brings with it a maximum three month lead time on approval. It is hoped that the Airwave approval will come at approximately the same time as the updated Windows 10 MDT build, and therefore, both satnavs and MDTs can be issued to stations directly.

10. A decision was made at the Project Board meeting in September that once a pilot Series 3 vehicle has been fully kitted out, further vehicle kit outs for Series 3 and Series 2 vehicles will be completed under business as usual (BAU). This will be managed by LFB Fleet.

11. In addition, once the software deployment of ScResponse and the satnav ScGuide app have been completed (currently forecast for the end of November 2018), the project will commence closedown activities. The plan is for closedown to commence once the first S3 appliance is fully complete with view to close at the end of December 2018.

12. This project is reporting as amber due to a couple of factors including the real time mobile communications functionality now being due to be delivered at the end of the calendar year and officers taking the decision to delay the go live of SAFEcommand™ Response until the enhancements due to be made by Airbus were made available to customers. Testing on the new enhancements began in October with a forecast go live of November.

Emergency Services Network (ESN)

13. 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.

14. ESMCP have confirmed ESN will be delivered on an incremental basis with data capability being available before critical voice. The Airwave [Firelink] service has been extended to the end of 2022 with extensions possible beyond this. ESMCP are working on a plan that reflects incremental delivery with a revised Full Business Case (FBC) expected in December 2018. Once the FBC is agreed, The London Fire Brigade (LFB) will assess any financial impacts.

15. The LFB ESN team are engaged in working with the programme on the re-planning work to deliver ESN incrementally and on the Airwave extension work.

16. The LFB will continue to supply requested information to the programme and are participating in national ESMCP events organised by the programme, NFCC Business Change Lead and suppliers.

17. This project is reporting as green as based on the LFB activities for ESN delivery.

Personal Protective Equipment (PPE) Replacement 2018

18. 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 current 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.

19. 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.

20. 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 team is currently dealing with a small number of issues regarding correct sizing of kit, the correct provision of USAR PPE and branding requirements. A detailed plan has been agreed for the delivery of Secondary Reserve Stock (SRS) and for the collection of old PPE. The project went live on the 31 October 2018. The Project Board will be agreeing what functions will become business as usual before commencement of project closure.

21. This project is currently reporting as green.

Command Unit Replacement (CURP)

22. The Command Unit Replacement project (CURP) was established to manage the replacement of the existing command unit fleet.

23. The fleet's current operational lifespan was from 2007 to 2021, so the vehicles were approaching replacement due to current length of service. This combined with the increase obsolescence of the vehicle's IT hardware meant a previously planned refresh was impractical both in the context of cost and likely outcomes.

24. 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.

25. 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.

26. 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 has been proposed from the current £1.62m to £3.78m based on the full electrical solution. In addition a further £1m for IT costs will be incorporated into the proposal.

27. The output based specification for the Incident Command Operating System (ICOS) software is currently with Babcock Critical Services (BCS) awaiting review and ratification. BCS have sent the output based specification and user acceptance test to all prospective ICOS suppliers to complete a gap analysis. This information was received on 12 October and will enable BCS to write their input based specification ready for tender.

28. Prior to the completion of this, a meeting will be required with the appropriately qualified members within BCS.

29. This project is reporting as amber due to the additional budget requirement and the challenge of scheduling a meeting with key members within BCS.

Integration of National Operational Guidance (NOG) into LFB

30. This project was setup to ensure that the national approach to operational guidance is effectively integrated into LFB polices, procedures and guidance. Members approved funding of £850k for this project (FEP2685 – Budget Update) on 26 January 2017.

31. 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, get rid of duplication and are written in plain English.

32. 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.

33. 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.

34. The delivery of focus groups was contracted to ORC and sessions commenced in September and concluded on 7 November.

35. The new policy framework based on the outcomes of the focus groups will now be designed and the project will be re-baselined.

36. The delay in producing the new policy framework and identifying funding for the IT specification by the NOGP, which has now been resolved, contributed to the delay in the project timetable.

37. This project is reporting as amber.

Paging Replacement

38. 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 which provide pager coverage).

39. The project is being delivered in four phases: Phase 1 – replace current Vodapage devices; Phase 2 - replace appliance and officer multitoned pagers and with; Phase 3 - mobile phone paging application proof of concept and Phase 4 - formal trial and testing of paging application. Phases 1 and 2 are complete.

40. 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.

41. Phase 2 of the project was to replace appliance and officer multitone pagers with replacement devices this was completed in July 2018.

42. The Paging 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, commenced, initially with 22 users, and investigated coverage (including national coverage), and message delivery. The POC testing was successful, i.e. the delivery of paging messages using Android devices on a 4G network is viable and approval was given by the Project Sponsor to continue with the formal engagement to fully integrate the Mobile Paging Application.

44. However, once formal quotations were received from the supplier for the Mobile Paging Application the cost of the Application, licences etc. had greatly increased to the extent LFB would be required to go to a formal tendering process and could not progress the 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. The Mobile Paging Application will be established as a separate project.

46. This project is reporting as green.

Operations Support Centre (formerly Integrated Equipment and Logistics [IELP])

47. 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).

48. 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).

49. 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 forward with this brief.

50. Stage 3 RIBA plans have been agreed and have gone out to tender. The tender process is taking longer than anticipated due to incomplete tender responses and the need for further clarification with the potential contractors. The tendering process is now expected to be completed and funding agreed by the end of November 2018.

51. The appropriate racking and fork lift solutions have been identified. A computer based logistics trial will commence with a view to making the van service more cost effective, efficient and less polluting to the environment.

52. 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.

Business Intelligence Solutions (BIS)

53. 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.

54. 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.

55. The creation of the LFB Data portal is underway. With its development, all reports will be easily accessible by using filtering and search functions within this central repository. Development should be complete by mid November.

56. Architecture for the new data platform has been agreed and a tender to design and build the platform was released. Five suppliers submitted detailed proposals.

57. Regular meetings of the BICC have occurred and are scheduled. The first internal training session on MS Power BI for BICC members has taken place resulting in an enthusiastic response to the product. Subsequent training in the programming language SQL (Structured Query Language) is being arranged.

58. Significant engagement with operational and departmental managers has already taken place to promote the solution and to gather feedback at key stages. A communication plan has been formulated for implementation before and around the time of the deployment of the portal. This

includes two communication animations that are under development. They will help promote the LFB Data portal and the use of Power BI reports and dashboards.

59. This project is reporting as green.

LFB Training Centre Croydon

60. 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").

61. 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).

62. In May 2018, the latest cost estimate for the project was provided to the Project Board. Due to the difference in cost from the original estimate, the Board agreed that a third cost plan should be produced, by an independent quantity surveyor (QS), to provide a cost comparison.

63. The independent QS identified that the primary element of the project which accounted for the large cost gap was preliminaries. Preliminaries are the associated costs that contractors incur in the completion of a project. For this project, preliminaries include pre-construction works, craneage, scaffolding, contractor's design, the main contractor's overheads and profit, and framework fees.

64. The Board requested a further review of the requirements for the training centre in order to bring the scope and costs in line with the budget, and this has now taken place. The Board decided to pursue an option to refurbish the existing PEG/training building ensuring that the functional requirements of a modern training centre are met.

65. The programme continues to be affected by a project dependency – the timing of the relocation of PEG from their current Croydon site. This activity determines the date from which works can commence on site, and forms part of another corporate project (the Operations Support Centre (OSC) project). PEG are currently expected to vacate the site by the end of December 2019. Once a definitive date is known, the programme for the new Training Centre project will be comprehensively revised, and the project timetable re-baselined. In the meantime, based on the information currently available, construction is expected to finish in February 2022.

66. The Board met on 20 November, where the option to pursue the refurbished PEG building was accepted. It is estimated that new design and tender documentation will be completed by January 2019, with a tender being published March 2019. Subsequently, work should start on site after December 2019, once PEG have vacated the existing training centre, and planning permission has been agreed.

67. This project is reporting as amber due to the time and cost issues described above.

Role to Rank

68. 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.

69. 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).

70. A second collective agreement regarding the circumstances under which crew managers can be contractually required to redeploy appliances was signed on 13 March 2018.

71. 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.

72. This is a complex project and since April 2018 a number of work-streams have been established covering a number of areas including, Information Technology, Training and Development and Human Resources.

73. The R2R project has been able to link into a number of key work streams across the LFB 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 2019, although some changes may be made prior to full implementation in a phased manner where possible.

74. 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.

Development and Maintenance of Operational Professionalism (DaMOP) Review

75. 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.

76. An internal audit of DaMOP, undertaken by MoPAC in February 2018, concluded that the current policy/process provided 'limited assurance'.

77. Following approval, the Commissioner agreed a fundamental review of DaMOP over a two-year period, with changes implemented on a corporate priority risk basis.

78. The project will examine a range of staff groups and the training provisions required for role related competency, providing the London Fire Commissioner with an internal assurance process that demonstrates compliance.

79. 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.

80. 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.

81. Internal mapping and gap analysis research, alongside other FRSs and external organisations has identified ranges of competences and is continuing to inform options for the project deliverables. The core competency topics for operational staff have been drafted and are currently being consulted on with the staff engagement group. Once agreed, work will be undertaken to map across all existing training packages linked to the core skills areas. This will be used as the basis for the transitional phase of the project, to be delivered by end of May 2019.

82. This project is reporting as green.

Finance comments

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

Workforce comments

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

Legal comments

85. General Counsel has reviewed this report.

86. 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

87. 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

88. 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.

89. 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).

90. 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 September 2018.	Not Protectively Marked

Name/role	Method consulted
Professional Development	

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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	Feb 2019	Sponsor	Director of Corporate Services	Project Manager	Jane Plowden

	Due	RAG	Milestones	Comments
Major milestones	Feb 2018	B	Accredited Windows 7 build deployed to new appliance fleet vehicles.	Complete
	Jul 2018	B	Tablet build to include platform for delivering AWA apps, for subsequent roll out.	Complete
	Aug 2018	A	Annex A submission to Airwave to accommodate the TomTom traffic and the new document templates.	Off Target. Clarification needed from ICT Security regarding the scope of the submission.
	Oct 2018	BG	Software deployment of Panasonic tablet build of ScReponse.	Complete
	Apr 2019	G	Deploy sat nav ScGuide app, in accordance with Airwave CoCo approval.	On Target

Finances	Project Budget	£2.1m	Project Spend	Previous years £2.0m	2018/19 £0.1m	Future Years Nil	Variance Against Budget	Nil
	Notes	The capital programme presented in the Budget Update (FEP2337) included a budget of £2.3m for this expenditure. Revised budget is now £2.1m and total spend expected at £2.1m.						

Current status	The G1 Panasonic mobile tablets continue to be rolled out to new S3 appliances, in addition to TomToms 'out the box' and Panasonic MDTs with VMDS software. There is a delay is the completion of the Annex A submission to Airwave to accommodate the TomTom traffic and the new document templates as clarification is needed from ICT Security regarding the scope of the submission and whether it should include BOSS mobile and its impact on CAMS traffic. Accreditation cannot be sought and the documents submitted until direction has been provided by ICT. The TomToms will continue to be issued to S3 appliances minus the new ScGuide software until Airwave approval has been granted. There is a maximum 3 month lead time on a return submission from Airwave. There are further delays in receiving the new release of ScResponse from Airbus.

Project	2. Emergency Services Network (ESN)					Last RAG	G	Current RAG	G
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 2019	**Sponsor**	Director of Corporate Services		**Project Manager**	John Anthony	

Major milestones	**Due**	**RAG**	**Milestones**				**Comments**		
	TBC	G	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.				On 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	The purpose of the programme is to provide critical voice and data services for the emergency services from 2017 onwards in order to replace the existing Airwave contracts which expire between 2016 and 2020. Funding for LFB transition to the new service is being provided by the Home Office and on this basis the Resources Committee (10 March 2016) authorised the Commissioner to sign on behalf of LFEPA to provide Confirmation of Transition to the Emergency Services Network. The Home Office programme have confirmed ESN will be delivered on an incremental basis with data capability being delivered before critical voice. Work is ongoing to revise the Full Business Case and issue a plan that reflects incremental delivery. The Airwave [Firelink] service has been extended to the end of 2022 with extensions possible beyond this. The LFB ESN team are engaged in working with the programme on the re-planning work to deliver ESN incrementally and on the Airwave extension work. LFB will continue to supply requested information to the programme and are participating in national ESMCP events organised by the programme, NFCC Business Change Lead and suppliers. For these reasons the RAG remains green.

Project	3. Personal Protective Equipment (PPE) Replacement 2018					Last RAG		G	Current RAG	G
Project Objective	Brigade 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	G	Go Live.			On Target		

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	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.

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	April 2020	Sponsor	Assistant Commissioner of Operational Policy and Assurance	Project Manager	Abdel Guermellou

Major milestones	Due	RAG	Milestones		Comments
	Jul 2018	B	Deliver an OBS for the Incident command operating system and the User acceptance Test criteria, to allow Babcock's to write an Input based specification.		Complete
	Oct 2018	A	Create a project plan to include work streams and agree with stakeholders.		Off Target
	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	£1,620k	Project Spend	Previous years Nil	2018/19 Nil	Future Years Nil	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 will be incorporated into this.						

Current status	At present the output based specification (OBS) for the Incident Command software sits with Babcock's Critical services (BCS) awaiting them to review and request ratification. BCS have sent out the OBS and user acceptance test to all prospective ICOS suppliers to complete a to gap analysis. This information was due back on 12 October so BCS are able to write their input based specification ready for tender. An initial revenue budget of £1,086k for IT Support, training and increase in annual slot price has been proposed over four years period from 2019/20 to 2022/23.

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 £0.9m	Future Years Nil	Variance Against Budget	Nil
	Notes	Project is currently forecast to be spent in full in 2018/19. This may be delayed to future years but the project is still expected to spend within the original budget provided.						

Current status	Focus groups have now begun and are providing information that will help to shape the new policy framework. Funding for the ICT solution has been secured by the CPO which will enable the development of this system to progress.

Project	6. Paging Replacement					Last RAG	G	Current RAG	G
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	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	G	Proof of Concept Trial of Mobile Paging Application.			On Target			

Finances	Project Budget	TBC	Project Spend	Previous years N/A	2018/19 TBC	Future Years TBC	Variance Against Budget	TBC
	Notes	Officers are currently working on establishment budgets for this project.						

Current status	Phase 3, the proof of concept of the mobile paging application commenced, initially with 22 users and investigated coverage (including national coverage) and message delivery. The POC testing was successful, i.e. the delivery of paging messages using Android devices on a 4G network is viable and approval was given by the project sponsor to continue with the formal engagement to fully integrate the mobile paging application.

Project	7. Operations Support Centre - formerly Integrated Equipment and Logistics Project (IELP)				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**	Sept 2019	**Sponsor**	Assistant Director Technical and Commercial		**Project Manager**	Rhys Powell

Major milestones	**Due**	**RAG**	**Milestones**				**Comments**	
	Oct 2018	A	Licence of change from landlord				Off Target. Agreed in principle on 13/09/18, but no legal agreement yet.	
	May 2018	A	Commence internal construction				Off Target. Tender process delayed due to incomplete tender responses requiring further clarification.	
	Apr 2019	A	Internal construction complete				Off Target due to tender process.	
	Apr 2019	A	Fit out completed				Dates now potentially put back due to above.	
	May 2019	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 £1.5m	Future Years £2.3m	**Variance Against Budget**	£3.5m 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 £4.0m, which represents a budget saving of £3.5m.						

Current status	The premises at Pegasus Road, Croydon is now leased and officers developed a building layout brief involving detailed engagement with both PEG and BDC staff. A consultant project manager and consultant designers have been contracted and are progressing forward with this. Stage 3 RIBA plans have been agreed and have gone out to tender. The tendering process is expected to be completed and funding agreed by the end of November 2018. The appropriate racking and fork lift solutions have been identified. 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	8. 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
	Jan 2018	B	Altius engagement – Design.	Complete
	Jan 2018	B	Altius engagement – Roadmap.	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 £0.7m	Future Years £0.9m	Variance Against Budget	Nil
	Notes	Although spend profile over financial years has slipped slightly, the project is expected to spend within budget originally allocated with final spend in 2020/21.						

Current status	The LFB Data portal work stream is progressing well, and the design document has been signed off. A test strategy and test plan has been documented and is under review. The new members of staff and the remainder of the Data Analytics team resources continue to focus on the portal work stream, to deliver the landing pages and meta data required. Therefore, the iterations work stream remains on hold. The key issue with single sign on for Office 365 is almost resolved but further testing is required however this is expected . The detailed tender specification for the Data Platform work stream has been published and the five selected suppliers have 25 days to submit a detailed proposal. The first internal training sessions for the BICC have taken place and there has been an enthusiastic response to the Power BI product and also for subsequent SQL training. The two publicity videos are under development and once the single sign on issue is resolved the Comms plan for the project can re-start.

Project	9. 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

	Due	RAG	Milestones	Comments
Major milestones	Jan 2018	B	Appoint Real Fire Training Specialist	Complete
	Aug 2019	A	Vacant Possession	These milestones will return to "green" when the project is re-baselined.
	Aug 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 £0.3m	Future Years £14.8m	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	Two main issues continue to affect this project. **Cost -** In response to cost forecast discrepancies between the external project managers and quantity surveyors (QS), officers appointed Fulkers, another QS company, to estimate the cost of delivering the project. Fulkers' report indicated that an alternative procurement strategy was worth investigating. The Project Board instructed officers to review the procurement options and to investigate potential cost savings measures. A report addressing these matters is to be presented to the Project Board in November. **Time -** The programme continues to be affected by the timing of the relocation of PEG from their current Croydon site. This activity determines the date from which works can commence on site. Once a date is firmed up, the programme for the new Training Centre project will be comprehensively revised, and the project timetable re-baselined. In the meantime, based on the information currently available, construction is expected to completed in February 2022.

Project	10. Role to Rank – formerly Watch Structure					Last RAG	N/A	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
	Sep 2018	B	Full access to the WM operational role map and WM operational role map for Command Unit Officers for Command Unit Officers		Complete
	Sep 2018	B	Implement the Watch Manager A ring-fenced process to progress to Station Officer		Complete
	Sep 2018	B	Complete of a WMA/Sub Officer promotion process		Complete
	Sep 2018	B	Map national role maps with new rank titles		Complete
	Nov 2018	B	Agree a clear definition of the Sub Officer and Station Officer rank		Complete
	Mar 2019	G	Design and release new training CBT packages		On Target

Finances	Project Budget	£0.8m	Project Spend	Previous years £0.063	2018/19 £0.373m	Future Years £0.373m	Variance Against Budget	Nil
	Notes	An earmarked reserve of £168k has already been established for this project and may be further supplemented during the 2018/19 financial year, once the exact cost pressures are identified						

Current status	A dedicated R2R project team was set up to implement the R2R agreement. The Project Board meets every four weeks, and work stream leads have been appointed from all departments. Significant progress has been made already. The R2R project has been able to link into a number of key work streams across the LFB 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 2019.

Project	11. DaMOP Review					Last RAG	N/A	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	G	Research/Staff Engagement (in conjunction with Comms team)	On Target
	Nov 2018	G	Reviewing and agreeing role related competency requirements (Firefighter - Strategic Managers) (Nov 2018-subject to dedicated resources made available by Director of Operations)	On Target
	Jun 2019	G	Reviewing and agreeing interim core skill competence requirements for Operational staff (theory & practical) at all levels from current training resources	On Target
	Mar 2019	G	IT training on new system	On Target

Finances	Project Budget	TBC	Project Spend	Previous years n/a	2018/19 TBC	Future Years TBC	Variance Against Budget	TBC
	Notes	Officers are currently working on establishing budgets for this project.						

Current status	The core competency topics for operational staff have been drafted and are currently being consulted on with the staff engagement group. Once agreed, work will be undertaken to map across all existing training packages linked to the core skills areas. This will be used as the basis for the transitional phase of the project (to be delivered by end of may 2019).