



LONDON FIRE BRIGADE

Decision title

## Key Projects for 2018/19 – Quarter 4 Reporting

Recommendation by

Assistant Director Strategy and Risk

Decision Number

LFC-0200-D

Protective marking: **NOT PROTECTIVELY MARKED**

Publication status: Published in full

### Summary

LFC-0200-D updates the London Fire Commissioner on key projects being undertaken within the London Fire Brigade as at the end of March 2019. Detailed status reports which show the position of each 'A' governance project are included within report LFC-0200.

### Decision

The London Fire Commissioner notes report LFC-0200.

Dany Cotton QFSM  
London Fire Commissioner

Date 17-7-19

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LONDON FIRE BRIGADE

Report title

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## Key Projects for 2018/19 – Quarter 4 Reporting

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Report to	Date
Safety and Assurance Directorate Board	5 June 2019
Corporate Services Directorate Board	11 June 2019
Operations Directorate Board	20 June 2019
Commissioner's Board	3 July 2019

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Report by	Report number
Assistant Director Strategy and Risk	LFC-0200

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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 March 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 four monitoring report for 2018/19 on key projects.

### Key projects update

2. At the end of March 2019, there were:

- Twelve 'A' governance projects (those which affect multiple directorates; have a significant business impact and/or are of particular risk to the London Fire Commissioner) as follows:
  - Mobile Data Terminal (MDT) Replacement;
  - Emergency Services Network (ESN);
  - 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);
  - Operations Support Centre (OSC);
  - Business Intelligence Solution (BIS);
  - LFB Training Centre Croydon;
  - Role to Rank; and

- 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.
- One '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 four, March 2019 are at Appendix 1.

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

4. In September 2014 the Resources Committee approved a project (FEP2314 – Replacement of Mobile Data Terminals MDTs) to refresh and upgrade mobile data equipment in all Brigade appliances. This includes a new 'fixed' front of cab mobile data terminal (MDT), tablet devices in the rear of all pumping appliances/Fire Rescue Units (FRUs) and a Satellite Navigation (Satnav) device. 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. Airwave accreditation for the Sat Nav devices was received from the Home Office on the 9 April 2019. The devices are now certified for use on Brigade vehicles and will be deployed with the new Windows 10 enabled MDTs.
6. Appliance tablets have already been issued and provide mapping, hazardous materials data and vehicle extrication data to crews. These tablets will be further enhanced with a Premises Risk Assessment (PRA) app and Operational Risk Database (ORD) app in the coming months once testing and familiarisation has been completed. These apps can be pushed remotely to the tablet devices.
7. A decision was made at the MDT project board to delay the rollout to July to account for a major Disaster Recovery (DR) exercise where all ICT systems are run from the secondary data centre for the period of June as this would present a risk to a successful rollout.
8. Virtual MDTs that will be made available to station crews for familiarisation have now been built. This will be made available to all stations on 17 June. Familiarisation requirements will be programmed into Station Diary to reflect the rollout schedule.
9. The installation of ScResponse enabled MDT and ScGuide enabled Sat Nav will begin the second week of July.
10. The project is currently reporting amber due to the delay owing to the planned DR exercise.

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

11. 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.
12. ESMCP have confirmed ESN will be delivered on an incremental basis with data capability being available before critical voice. ESMCP are working on a revised Full Business Case (FBC) and plan that reflects this delivery model. The Airwave [Firelink] service has been extended to the end of 2022 with extensions possible beyond this.
13. The Home Office have provided grant funding to all FRSs including LFB for the costs of transition to ESN. This is for specific deliverables e.g. upgrading the Control room and for staffing costs to implement ESN. The programme is working to change to the delivery approach for ESN and this plus the need to extend the Airwave contract for a number of years means ESMCP have to produce a revised Full Business Case (FBC) which is forecast to be in December 2019. The contract for Fire Rescue Services to use Airwave is through Firelink, which is managed by the Home Office.
14. While the timetable has slipped, the Home Office Permanent Secretary has given written assurance that Airwave will be available for operational use until all Emergency Services have transitioned to ESN and there has been confirmation that grant funding for the Airwave Service will continue to be paid for 2019/20.
15. The National Fire Chiefs Council (NFCC) team and equivalent Police representatives are involved in discussions with the Home Office to ensure their delays do not cause new financial burdens for Emergency Services.
16. 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.
17. 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 plan to deliver ESN.

## **Command Unit Replacement (CURP)**

18. The Command Unit Replacement project (CURP) was established to manage the replacement of the existing command unit fleet.
19. The current fleet's operational lifespan was from 2007 to 2021, so the vehicles were approaching replacement due to current length of service. This combined with the increased obsolescence of the vehicles' IT hardware meant a previously planned refresh was impractical both in the context of cost and likely outcomes.
20. With the introduction of the Ultra Low Emission Zone (ULEZ) in central London and its further expansion to include Inner London bound by the North and South Circular roads, there is an increased impetus on new Brigade vehicles to conform to the new requirements.
21. Following the Command Unit replacement PMB on the 19<sup>th</sup> June, PMB have decided that FLEET (TSS) 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 July 2019 and contract award in May 2020. BCS will start the procurement of the vehicle in August 2019, orders with suppliers will be placed in April 2020.

22. 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**

23. This project was setup to ensure that the national approach to operational guidance is effectively integrated into LFB polices, procedures and guidance. Funding of £850k for this project (FEP2685 – Budget Update) was agreed on 26 January 2017.
24. The project involves a detailed review of all operational policies, procedures, technical information, training and all associated documents to create a user friendly framework of information, that reflects NOG. As well as making sure policies and guidance are reflective of NOG, this project also presents an opportunity to make sure all current policies are up to date, eliminate duplication and are written in plain English.
25. 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.
26. Focus groups have been held to give end users the opportunity to contribute to the development of the new policy framework in terms of what type and level of information should be included and what format should be used.
27. The outcomes from the focus groups have informed the development of the new Operational Information Notes (OINs) that will support NOG. The project team are confident that these can all be produced by the project end date.
28. There have been delays with the creation of the national ICT solution
29. This project is reporting amber due to delays with the creation of the national ICT solution.

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

30. 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 FRs are, highlight good practice and will identify areas where they need to improve so that action can be taken to overcome them.
31. The establishment of a project team for 12 months to facilitate the inspection regime was agreed (LFC-0010) in April 2018.

32. Data and document returns have been submitted in accordance with the HMICFRS deadlines including the self-assessment which was signed off by the Commissioner and submitted to HMICFRS on 1 April.
33. The Discovery phase is underway with week one complete: 12 stations visited, a visit to Control, four firefighter focus groups, three crew manager and watch manager focus groups, one station manager focus group and two FRS focus groups. Week two of Discovery is scheduled for the end of May. These visits will help inform the Inspectorate's Key Lines of Enquiry for the Fieldwork visit in July.
34. The Strategic Briefing will take place on 8 July and will cover the Key Lines of Enquiry. Interviews with trade union representatives have been arranged for 8 and 9 July. The onsite Fieldwork begins on 20 July and will take place over a ten day period by a team of approximately 20 inspectors.
35. The project team is working with assigned station liaison staff to prepare a common communication message to watches so that they are ready for station visits. A briefing pack for Discovery phase has also been sent out.
36. This project is reporting green.

#### **Respiratory Protective Equipment (RPE)**

37. 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.
38. There are two types of self-contained BA sets in service at LFB: Standard Duration Breathing Apparatus (SDBA) carried on every front line pumping and aerial appliance and Extended Duration Breathing Apparatus (EDBA) carried on every Fire Rescue Unit (FRU) and Rapid Response Team (RRT) vehicle.
39. Currently there is one contract in place with Dräger Ltd for the supply of component parts for the BA, cylinders and telemetry equipment, which is due to expire on 1 July 2021.
40. Resources Committee paper FEP2763 (Budget Update – Additional Resourcing Requirements, 21 July 2017) indicated that consideration should be given to all front line appliances carrying EDBA with an estimate of an additional budget of £2.813m requirement. The paper also made provision for additional maintenance costs for the EDBA of £307k in 2020/21 and an additional £306k in 2021/22.
41. Creation of the output-based specifications for the replacement of RPE equipment and any further ancillary equipment is underway. This will be undertaken in consultation with key stakeholders and under guidance from colleagues in the Procurement department.
42. A proposal to replace the existing personal lines with retractable personal lines is being developed. These lines are worn on the waist belt of a BA harness set and allow firefighters to attach themselves to each other or as a guideline to prevent them getting lost in conditions of low visibility. Retractable lines are spring-loaded (similar to a dog lead) making them more user friendly.
43. This project is reporting green.

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

44. The Mayor of London has outlined that improving London's air quality is a key priority and this includes: reducing exposure of Londoners to harmful pollution across London; achieving legal compliance with UK and EU limits as soon as possible; establishing and achieving new, tighter air quality targets for a cleaner London and meeting World Health Organization (WHO) health-based guidelines by 2030 by transitioning to a zero emission London.
45. 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.
46. Funding for the ULEF programme of £2.1m for the first five years will be met by the London Safety Plan 2017 implementation reserve. 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).
47. 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.
48. 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.
49. 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 resulting from feedback received from Innovate UK including potentially bidding for funding via IDP16.
50. Millbrook have completed testing and collating information regarding duty cycles. A duty cycle consists of all the activities that an appliance completes within a period of time, e.g. pumping at incidents, travelling to incidents and normal travel for visits, etc. These results will be shared with suppliers and referenced in public announcements as appropriate.
51. This project is reporting green.

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

52. 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).
53. At the Resources Committee on 12 January 2018, it was agreed 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).

54. 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.
55. Funding was agreed to account for the additional costs of the fit out works, the narrow aisle forklift truck, the hydrostatic hose testing machine and the breathable air storage.
56. 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.
57. The contract for developing the site has been awarded and the licence to alter is now in place. The contractor took possession of the site in March and work is now progressing. The estimated completion date for construction and fit out is December 2019, with staff relocating in February 2020.
58. This project is now reporting green.

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

59. In July 2016, the former LFEP 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.
60. 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.
61. Two rounds of User Acceptance Testing (UAT) have been completed on the LFB Data portal work stream but due to delays and the impact of the Merton shut down, the target live date (unpublished) has slipped to June. Once signoff has been achieved a fresh round of communications will commence.
62. The data platform work stream has formally commenced Phase 1 and Senior ICT management have reached consensus around approach and scope. The next stage is to approve delivery roles, define resourcing and complete stakeholder analysis.
63. The Iterations work stream is being rebranded (no name agreed yet) and will have the following four objectives: to analyse the 550-odd Sequel Server Reporting Server (SSRS) reports and work out which tool for each will provide the most benefit to the organisation; focus on training the organisation in Power BI; Performance Management toolbox and new report requests.
64. This project is reporting green.

### **LFB Training Centre Croydon**

65. On 16 September 2016, FEP 2646 Resources Committee 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).



66. At the Resources Committee on 21 July 2017, (FEP2759) a revised programme, a preferred option for the site and funding of £15.5m was agreed.
67. The latest draft programme for the project, taking into account the expected vacant possession date for the current Protective Equipment Group (PEG) site, is for construction to be completed in February 2022. The previous target date was October 2019. The latest programme aligns with the timetable for the Operations Support Centre project (which is managing the relocation of PEG).
68. The project board approved a revised procurement strategy (a traditional single stage design and build approach) at the board meeting on 11 February.
69. Fulkers submitted a revised fee proposal based on a refurbishment of the existing PEG building, instead of constructing a new training block. A newly constructed six storey real fire training venue (RFTV) remains in scope. 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.
70. This project is now reporting green as the project milestones are being re-baselined in line with the new target date of September 2021.

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

71. 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).
72. A second collective agreement regarding the circumstances under which crew managers can be contractually required to redeploy appliances was signed on 13 March 2018.
73. 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.
74. Discussions continue with the London Region Fire Brigades Union (FBU) to seek improvements to the R2R Agreement before implementation on the 15 October 2019. These discussions have been positively received by both sides.
75. This project is reporting green.

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

76. 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.
77. 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'.

78. 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.
79. The project will examine a range of staff groups (all operational staff, specialists, and control staff) and the training provisions required for role related competency, providing the London Fire Commissioner and the Board with an internal assurance process that demonstrates compliance.
80. The project will deliver a new framework and assurance process that integrates local and centralised training and exercising, in order that the organisation and individuals (managers and staff) in operational, control and specialist roles are able to demonstrate maintenance of their professional competence. Interim changes to Big Learning to provide single sign on and an enhanced search function were implemented in Q3.
81. The pilot of the new competency framework has concluded and the feedback has been very positive. The project team are now working with the necessary teams and departments in order to implement the framework for station based staff on 1 July and are on track to deliver.
82. Work is on going for middle manager framework and work streams are in progress to identify the requirements for FRU and CU staff post the interim phase.
83. This project is reporting green.

#### **Finance comments**

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

#### **Workforce comments**

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

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

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 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.
87. 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**

88. 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

89. 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.
90. 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).
91. Equality implications are assessed within the Equality Impact Assessments which are produced for each project and managed as part of the project governance arrangements.

## List of Appendices

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

<b>Project</b>	<b>1. Mobile Data Terminals (MDT)</b>					<b>Last RAG</b>	<b>A</b>	<b>Current RAG</b>	<b>A</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>G</b>	Swap out Ergo tablets with Panasonic ScResponse tablets.				On Target		
	May 2019	<b>G</b>	Build appliance tablets with ScResponse/Crash/Chepdata for Tranche 3 S3 appliances.				On Target		
	May 2019	<b>G</b>	Build virtual MDTs for familiarisation.				On Target		
	Jun 2019	<b>G</b>	Build Sat Navs for appliances.				On Target		
	Jul 2019	<b>A</b>	Deploy sat nav ScGuide app, in accordance with Airwave CoCo approval.				Off Target		
<b>Finances</b>	<b>Project Budget</b>	£2.1m	<b>Project Spend</b>	Previous years £2.0m	2018/19 Nil	Future Years £0.1m	<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>	Roll out of new ScResponse MDT devices is halted until a project board decision on 6 June to go live during or post the Disaster Recovery (DR) exercise at Merton. This DR activity sees many key ICT resources being diverted away from the final tasks and preparation work to roll out the MDTs. The MDT build remains to have the new GPS fix applied to it, following on from issues experienced with the Window 7 build in March. When resources are available, this will take a week, including testing. Familiarisation sessions are now being built and will be ready to issue potentially before any freeze of operations and roll out to do with Merton shut down.								

<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>	Mar 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>	£2.9m (based on current funding)	<b>Project Spend</b>	Previous years £0.6m	2018/19 £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>			
	Mar 2019	<b>R</b>	Deliver an OBS for the Vehicle radios and communications installations within the command area.				Overdue			
	Apr 2019	<b>R</b>	Deliver an OBS for the Vehicle and the User acceptance Test criteria, to allow Babcock to write an Input based specification.				Overdue			
	May 2019	<b>G</b>	Necessary changes for replacement of existing ICT systems and hardware to support integration of the new framework, with an agreed support arrangement for them post implementation.				On Target			
	Jun 2019	<b>G</b>	Procurement of Incident Command Operating System and IT Hardware				On Target			
<b>Finances</b>	<b>Project Budget</b>	£3.7m	<b>Project Spend</b>	Previous years Nil	2018/19 Nil	Future Years £3.7m	<b>Variance Against Budget</b>	Nil		
	<b>Notes</b>	The 2019/20 Budget included a capital budget increase from the current £1.6m to £3.2m. based on the cost of the revised vehicle requirement. A reserve of £0.5m was also created in 2019/20 to fund revenue project costs, including hardware refresh and one off training costs, that are expected to be spent in 2019/20.								
<b>Current status</b>	Work on the Output Based Specification (OBS) with Babcock Critical Services (BCS) for the vehicle procurement is underway. Soft market research with BCS on low emission vehicles is also underway. Project team are working on documents and information required for the OJEU (Official Journal of the European Union) process and hope to also hold an Industry day for the Incident Command Operating System (ICOS) providers.									

<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>		
	Oct 2017	<b>B</b>	Phase 1 national system ready.				Complete		
	Apr 2018	<b>R</b>	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	<b>R</b>	Project Board sign off framework proposal.				Overdue		
<b>Finances</b>	<b>Project Budget</b>	£0.9m	<b>Project Spend</b>	Previous years Nil	2018/19 £0.1m	Future Years £0.8m	<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>	The new policy framework has now been agreed and the project team are in the process of developing the new Operational Information Notes (OINs). The project team are confident that these can all be produced by the project end date. Project is still showing amber due to continuing delays with the ICT solution being produced by CPO.								

<b>Project</b>	<b>5. HMICFRS Inspection</b>					<b>Last RAG</b>	<b>N/A</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>	Jul 2019	<b>Sponsor</b>	Richard Mills		<b>Project Manager</b>	Steph Crow		
<b>Major milestones</b>	<b>Due</b>	<b>RAG</b>	<b>Milestones</b>				<b>Comments</b>			
	Jan 2019	<b>B</b>	Document request - 51 types of documents are required to be collated and submitted to HMICFRS via Huddle.				Complete			
	Mar 2019	<b>B</b>	Data request - data will need to be submitted via Huddle.				Complete			
	Apr 2019	<b>B</b>	Self Assessment - 11 questions relating to effectiveness, efficiency and people. 300 words per question. Also, to include a general position statement, 1000 words.				Complete			
	May 2019	<b>G</b>	Discovery phase - Inspectors will use this to help plan the inspection. Some station visits will be done throughout this stage to keep the timeline on track.				On Target			
	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			
<b>Finances</b>	<b>Project Budget</b>	£0.15m	<b>Project Spend</b>	Previous years	2018/19	Future Years	<b>Variance Against Budget</b>	Nil		
	<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 be on target.								
<b>Current status</b>	The Strategic Briefing confirmed date is 8 July. Interviews with union reps have been arranged for 8 and 9 July. The self assessment was signed off by the Commissioner and submitted to HMICFRS via Huddle on 01 April. The team have been firming up the Discovery plan timetable of visits. Venues have been booked for team briefs and focus groups and the team are creating information packs for inspectors to assist with their visits. The team is working with an assigned station liaison staff to prepare a common communication message to Watches so that they are ready for station visits. A welcome pack is being prepared for the Discovery phase.									



<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>			
	Mar 2019	<b>B</b>	PID sign off.				Complete			
	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			
<b>Finances</b>	<b>Project Budget</b>	£10.1m	<b>Project Spend</b>	Previous years N/A	2018/19 Nil	Future Years £10.1m	<b>Variance Against Budget</b>	Nil		
	<b>Notes</b>	Capital budgets have been approved of £2.3m for replacement of BARIE sets in 2019/20 and £5m in 2020/21 for the standard duration breathing apparatus. Forecast spend on extended duration sets is not yet included in the capital budget but is estimated at £2.8m.								
<b>Current status</b>	The PID has now been baselined and signed off as an agreed document. A paper was drafted to secure the funds for the procurement of retractable personal lines. It was submitted to Safety & Assurance Directorate Board (SADB) on 8th May and agreed in principle, but required minor amendments. These are being made and the paper will then be resubmitted to SADB. An interim solution to improve communication at incidents has been identified and discussions are taking place about the most expeditious procurement route. Creation of the output-based specifications for the replacement of RPE equipment and any further ancillary equipment is underway.									

<b>Project</b>	<b>7. Zero Emission Pumping Appliance 1 (ZEPA1)</b>						<b>Last RAG</b>	<b>N/A</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>		
	Nov 2018	<b>B</b>	Project consortium finalised (Innovate UK funding).					Complete		
	Feb 2019	<b>B</b>	Development of real life duty cycle.					Complete		
	Aug 2019	<b>G</b>	Supplier engagement regarding production of ZEPA.					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 Nil	2018/19 £0.1m	Future Years £2.0m	<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.								
<b>Current status</b>	Millbrook have completed testing and collating information regarding duty cycles. These results will be shared with suppliers and referenced in public announcements as appropriate.									

<b>Project</b>	<b>8. Operations Support Centre (OSC)</b>						<b>Last RAG</b>	<b>A</b>	<b>Current RAG</b>	<b>A</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>			
	Jan 2019	<b>B</b>	Licence of change from landlord.					Complete			
	Mar 2019	<b>B</b>	Commence internal construction.					Complete			
	Dec 2019	<b>G</b>	Internal construction and fit out complete.					On Target			
	Jan 2020	<b>A</b>	PEG & BDC relocation completed.					It is expected that the relocation will not happen until February 2020.			
<b>Finances</b>	<b>Project Budget</b>	£7.5m	<b>Project Spend</b>	Previous years £0.2m	2018/19 £0.1m	Future Years £4.0m	<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 licence to alter is in place and the contractor engaged. The contractor took possession of the site on 04/03/2019 and has commenced work on the site. Following the possession of the site by the contractor, the project will be re-baselined and it is expected that project will report on target at the end of quarter one.										

<b>Project</b>	<b>9. 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>G</b>	Data Platform stakeholder engagement.				On Target		
	Jul 2019	<b>G</b>	Hire Data Modeller.				On Target		
	Aug 2019	<b>G</b>	Commence Data Platform analysis and build.				On Target		
	Aug 2020	<b>G</b>	Complete Data Platform model and build phase 1..				On Target		
	Sep 2020	<b>G</b>	Decommission Master Data Hub.				On Target		
<b>Finances</b>	<b>Project Budget</b>	£1.8m	<b>Project Spend</b>	Previous years £0.2m	2018/19 £0.3m	Future Years £1.3m	<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 2020/21.							
<b>Current status</b>	Development is complete on the LFB SharePoint portal and UAT has commenced. The target live date is unable to be met due to the impact of the DR exercise due to take place at Merton during May and June 2019. The risk around infrastructure signoff remains but its significance is reduced as the majority of tasks are complete and the signoff is likely to be around the same time as the portal itself goes live. Once the first iteration of UAT is complete the live date should be published and a fresh round of communications will commence.								

<b>Project</b>	<b>10. LFB Training Centre Croydon</b>					<b>Last RAG</b>	<b>A</b>	<b>Current RAG</b>	<b>A</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>	Feb 2022	<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>			
	Nov 2019	<b>A</b>	Execute Build Contract.				These milestones will return to "green" when the project is re-baselined.			
	Dec 2019	<b>A</b>	Vacant Possession.							
	Dec 2019	<b>A</b>	Planning Decision .							
	Feb 2022	<b>A</b>	Complete Construction.							
<b>Finances</b>	<b>Project Budget</b>	£15.5m	<b>Project Spend</b>	Previous years £0.5m	2018/19 (£0.1m)	Future Years £15.1m	<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>	The project board approved a revised procurement strategy (a traditional single stage design and build approach) at the meeting on 11 February. External quantity surveyors and designers will now be appointed to progress the project to the end of RIBA stage three. Tenders have been received for this work, and are currently in the process of being evaluated. The project RAG status remains amber as at end of Q4. This is expected to change to green once a revised programme is produced by the external quantity surveyors and designers and the project re-baselined accordingly.									

<b>Project</b>	<b>11. 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>		
	Mar 2019	<b>B</b>	Review current Crew Manager positions and consider compulsory transfers were required to pre plan for the additional 140 Sub Officer positions that will be created at multi appliance stations.				Complete		
	May 2019	<b>G</b>	Computer system builds				On Target		
	Jun 2019	<b>G</b>	Agree a clear definition of the Sub Officer and Station Officer rank				On Target		
	Jun 2019	<b>G</b>	Design and release new training CBT packages				On Target		
	Jun 2019	<b>G</b>	Agree a Specialist Officer promotion pathway/return to operational positions for all Specialist Officer positions				On Target		
<b>Finances</b>	<b>Project Budget</b>	£0.46m	<b>Project Spend</b>	Previous years £0.01m	2018/19 £0.09m	Future Years £0.30m	<b>Variance Against Budget</b>	£0.05m underspend	
	<b>Notes</b>	A reserve of £0.46m 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>	Discussions continue with the London Region Fire Brigades Union (FBU) to seek improvements to the R2R Agreement before implementation on the 15 October 2019. Further work has been carried out to look at the requirements regarding additional training that we will require to fully implement the R2R Agreement. Currently we have a total of 195 fire-fighters acting up to Crew Manager. We currently have 61 crew managers acting up to Watch Manager on a temporary basis who we would like to add to eligibility for WM Booster courses. Discussions are taking place to plan and schedule the courses required ready for implementation.								

<b>Project</b>	<b>12. 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>			
	Apr 2019	<b>B</b>	Agree competency framework for station based staff (phase 1).				Complete			
	Apr 2019	<b>B</b>	Agree Assurance framework for the core skill competencies (phase 1).				Complete			
	Jun 2019	<b>G</b>	Communications strategy and implementation for interim phase. including; communications messages face to face briefings blog takeover.				On Target			
	Jun 2019	<b>G</b>	Policy review and amendment.				On Target			
<b>Finances</b>	<b>Project Budget</b>	Nil	<b>Project Spend</b>	Previous years	2018/19	Future Years	<b>Variance Against Budget</b>	Nil		
	<b>Notes</b>	The project will be managed within existing resources.								
<b>Current status</b>	The pilot of the new competency framework as concluded, and the feedback has been very positive. The project team are now working with the necessary teams and departments in order to implement the framework for station based staff on 1 July. Work is on going for the middle manager framework. Work streams are in progress to identify the requirements for FRU and CU staff post the interim phase.									