

PROJECT DELIVERY GROUP UPDATE - JULY 2008

NEWS IN BRIEF

Business case progress

Part 1 of the Business Case was published on 8 July.

Buildings complete

Both North West and Yorkshire and Humber RCC buildings reached Practical Completion. The leases have been taken on by CLG.

ACCOMMODATION

Buildings

The North West and Yorkshire and Humberside RCCs reached practical completion on 1 July 2008.

Facilities Management

The FM contract is due to be signed mid-late July.

Interim IT

The procurement process to select a supplier(s) for interim IT for the SE, NW and Y&H regions has commenced.

Furniture

EADS has been formally requested to provide early furniture for the SE, NW and Y&H.

TECHNOLOGY

Mobile Data Terminals

The draft-scoping document for MDT1.0a has been issued by EADS. We have reviewed and are working with EADS to update the document. It should contain a wireless solution for MDT updates with an accompanying security statement to enable this to be implemented to the satisfaction of the security team.

A cut down version of the scoping document was issued to all FRSs, RPMs and BRMs in advance of the first TNA workshop on July 10. The TNA workshops have now been organised and will be held in four regional centers – NE, EM, SW and WM on 10, 16, 24 and 29 July respectively.

There has been a delay in starting the MDT1.0a detailed design due to a lack of EADS resources. EADS has now allocated resource to the development of the detailed design document for MDT1.0a – it is anticipated that the document will be released for first review by 22 July.

The NWOW document relating to SOPs is to be issued in week ending 11 July. A meeting is to be arranged within CLG to discuss the ongoing issues associated with the storage and format of data for Site Specific Information as part of the MDT1.0A solution, and to develop a definitive approach.

An internal project MDT2 workshop was held on 19 and 20 June at IMASS offices in Newcastle. The purpose of the workshop was to discuss the MDT2 requirements in detail. A further three such workshops are now planned.

DCMT1

A user feedback meeting was held with the three Early Adopter FRSs and EADS representatives in early June. At the meeting two main issues were identified with the version of DCMT1 that had been deployed; a) system crashes b) usability problems. EADS is now addressing these issues for resolution in the next release of DCMT1. EADS has also requested that we relax some of the contracted performance requirements for DCMT1 and have provided a document setting out their proposals (which we are currently considering).

Provided the resolution to these issues progresses well, UAT is expected to take place towards the middle of August, although we are actively working with EADS to assess whether we can start UAT at the end of July/beginning of August. Rollout of the equipment to FRSs is unlikely to start until the beginning of September, given the need to deliver training in advance of rollout and the main holiday period.

Seminars on data migration with a focus on gazetteer, though also covering the approach being taken to DCMT2 have been held in the SW, NW and with London Regions involving CLG, Intelligent Addressing and EADS. The feedback has been positive. The next seminar is being held 24 July in covering East and West Midlands at the East Midlands RCC. Further seminars will be held from September.

DCMT2 - EADS are working on the DCMT2 scoping document.

ESEE

Multitone has reported that the cause of the spontaneous resetting of the Firecoder has been identified and with EADS; they are now checking that the fix works properly. Provided the regression tests on the unit are successful it is likely that we will move into UAT in August. Successful completion will enable immediate deployment to Staffs and North Yorks. The first takers of ESEE have raised issues concerning support arrangements and we are currently investigating.

Initial planning meetings are being held with a number of FRS' who have also expressed interest in taking early station ends.

Main System Build

Following the Preliminary Design Review (PDR), which took place in April/May, work is underway to reach Critical Design Review (CDR). This marks the completion of the Elaboration Phase, and is where the vision, requirements, system (and sub-systems) design and detailed designs reach a position of stability, business process are aligned, risk to the system architecture are mitigated, and the plan for construction is baselined. Detailed design documentation is required by 18 August.

We have provided CLG names for the 16 Integrated Working Teams (IWT) that have been identified. We will provide FRS end user names when they are available; responses have been received from about half the regions at the time of writing. The next step is for the IWT EADS lead to contact the CLG lead to discuss plans for the IWTs.

EADS has been investigating issues with the performance of the HP non-stop platform and believe they have identified a way forward to resolve this issue. They will present their findings to CLG on 18 July.

RMT

Innogistic and EADS contract still to be signed but Innogistic has been progressing work, although we have yet to see much evidence of progress. Detailed plan will be confirmed once contract signed; we are currently working to draft plan. Sessions have taken place previously to discuss our requirements, e.g. Gazetteer, import export, common GIS, attributes, auditing and backup.

Key dates for the delivery of RMT (to be confirmed once detailed plan received)

- Innogistic currently using first release of RMT for performance testing
- Early release of RMT for testing integration with rest of system – September 2008
- RMT data migration toolkit release – October 2008
- Second RMT release – November 2008
- Final RMT release March 2009.

Once contract is signed and change note received for de-coupling of RMT then we will have a clearer picture in order to plan testing and deployment.

ORL

Feasibility and prototype work well underway. Workshops have been held looking at the vision document, use cases, inputs and outputs. Concept model was presented at workshop on 9 July.

Key dates for the delivery of the feasibility study/prototype

- Outputs workshop – 9 and 10 July
- Follow up workshop on 23 July
- EADS draft vision statement produced – 28 July
- ORL feasibility complete – October 2008.

We have started to consider how best to share the prototype with the wider stakeholder community.

General

- EADS has supplied an FRS/RCC interface specification (API), which will be discussed at a workshop with EADS on 17 July involving CLG and FRS representatives.
- RCCDs will receive a presentation of the Kronos Workforce Scheduler (system for RCC workforce and employee management) at their group meeting 22 July.
- Details of the contents of the main system builds (2B, 3 & 4) are currently being reviewed, and we are approaching a significant milestone in August in respect of the delivery of detailed design documentation for review from EADS.

RCC INFRASTRUCTURE

The first meetings for the Rollout Board, the Control Room Design & Ergonomics Group and the Fit Out Management Group have taken place, with further meetings scheduled. Detailed work is in progress to develop the install plan including full technical surveys (each 3-5 days duration) in each building.

Control Room Console Demonstrations

These are taking place over four days in July at the SW RCC. The purpose of these sessions is to obtain feedback and comments on detailed aspects of design. A comprehensive slide pack which will describe the demo, provide photos and the feedback received is being prepared for circulation.

PEOPLE, LEARNING AND DEVELOPMENT (Formerly POD)

We've had a name change; POD has now changed to PLD, People, Learning and Development. This decision was driven by the fact that we are now very much in the delivery phase, rather than the 'organisation design' phase. In addition, we also took into account RPMs' views that Learning & Development needs greater prominence, which it was lacking with the previous team name.

Recruitment

East of England's RCCD recruitment attempt using a 'headhunting' company was, unfortunately unsuccessful. Discussions are underway to consider the next steps, although it is evident having had several attempts to find a Director for the East of England RCC, that there are no suitable applicants interested at present. It has been decided to seek to recruit an interim candidate, targeting a secondee from local government or the service itself.

West Midlands' SSM assessment centre took place on 3 July, but none of the candidates were considered suitable to be taken forward. The post is being readvertised.

An induction session was organised for a number of RCC staff that have started in post over the past few months to provide them with information on the work of the national team, and on the project from a national perspective.

Training

DCMT task and finish group met on Friday 4 July. DCMT1 UAT dates are still to be fixed, but it is anticipated that the rollout of training will need to take place in September. Steps will be taken shortly to identify appropriate training dates and locations.

MDT1a Training Needs Analysis workshops were arranged and will take place in four locations throughout July to help inform the training needs analysis of staff that will require training on the MDT1a solution.

Work is underway between PLD, EADS and FDM to ensure that there are clear timescales and plans in place for the various training needs analysis and review activities which need to take place so that they can be incorporated into the Transition Plan for the purpose of regional and FRS planning.

The scope and make up of the Task & Finish Group for DCMT1 is to be reviewed to take on the same role for DCMT2.

HRIG

HRIG has planned a series of meetings on specific topics so that information and views can be shared between regions, and best practice discussed.

PLD team

PLD team recruitment has resulted in the appointment of a new HR Advisor (Learning and Development Strategy) who will start with the team on 28 July 2008. Steve Perry is a long serving Control Room Manager from London FRS who, over the years, has held responsibility for training planning and delivery, and also for a number of change projects. This has involved working with sub-contractors to ensure a successful project delivery.

Karen Marriott has taken on a new role as HR Advisor (Policy and Transition). Karen's areas of responsibility will include supporting FRSs and Regions in the transition process, i.e. practical policy and procedure development and implementation, and reflects the increasing role that is being played by the HR professionals in the FRSs, and those supporting the RCCs as the project enters the implementation phase.

The post of HR Advisor (Learning and Development Delivery) was not appointed to however, despite two attempts at advertising for secondees. Therefore the team have procured an interim appointment who can support Steve Perry and help to manage the Task & Finish groups and liaise with regions / FRSs to schedule the rollout of training. The successful candidate is expected to start this month.

No applications were received for the Health & Safety position. This situation is being considered to identify a possible way forward which reflects the need for professional, and preferably sector specific expertise without being a full time post.

TESTING

Much of the work of the test team is already covered in the reports for individual IS delivery streams. The team had planned to publish a number of the tests that are being prepared for the UAT of the main system build. The objective was to provide visibility of the work to enable stakeholders to assure themselves of thoroughness of the tests and have confidence in the work. However, developing the tests is like designing and making a jigsaw, where each piece represents an area of the system e.g. call handling, resource proposal, mobilisation, etc. At this stage, frameworks, which identify the pieces and their required content, have been prepared, and tests, which partially cover the content of some of the pieces, have been outlined. Although there is a clear structure and method to the work, the team felt that to publish the tests at this stage would hinder rather than help stakeholders assure them of the work. This is because the tests would appear sketchy and incomplete in terms of their coverage of each piece of the jigsaw and the jigsaw itself.

Therefore, the team is working on a method that will enable it to publish the tests in a way that either covers complete pieces of the jigsaw or complete paths through the jigsaw. At this stage, it is felt that to publish tests, which cover “complete pieces”, would be the most helpful approach.

TRANSITION AND DELIVERY

Transition

Monthly Transition Plan and DART update

- Meetings have now been held with all regions regarding their approach to transferring to the RCC network. Proposals received and funding agreement reached with EM and SW on their staff pool proposals. We are awaiting confirmation of the financial spreadsheet to finalise the NE ISP and are ready to exchange letters with the WM. Work is now underway to describe and define the cross regional dependencies at each batch.
- A new overview suite of documents is being created to assist FRSs and RCCs in the transition to FiReControl. This complements the transition plan and enables all activities to be filtered by work packages (for example showing all DCMT1 activities) regardless of which area they impact (for example HR, training, implementation etc.). Each document will be built up over time to cover a common set of chapters. This approach has been defined with EADS and all workstreams in the national team.
- An additional column has been added to the transition (TRN) plan to allow users to filter for information by work package. Each package cuts across work streams to give users a full picture of what is required for a specific deliverable. The TRN plan has been split into 15 work areas covering both FRSs and RCCs.
- Work has started on reviewing the performance standards. A representative from the RPDs, RPMs and BRMs has been appointed, and representatives from the RCCDs, SOMs, FRSs and LGA are being finalised. These meetings will take place on 30 July and 7 August.

A new template for Regional Project Manager (RPM) to Review Planning Outlines and Products on Unicorn has been implemented. This was discussed and approved at the Project Delivery Group (PDG) meeting in July.

- The RPMs role as Workstream links has been formalised. A paper was presented and agreed at the Project Delivery Group (PDG) meeting in July. This will mean greater RPM input in FRS facing material.
- A database has been created to capture frequently asked questions (FAQs) on the project. As well as FAQs and a CLG response, the database will allow information to be sorted and fully searched by all the listed columns which include package, date, who raised the question and review date.

Checkpoint 2 and Gate 1 reports

Checkpoint 2

Leicestershire and Devon received their Gate 1 reports W/C 14 July week.

CLG progress status during May

CLG / EADS deliverables issued this month were:

BUD RPT0903 New Way of Working Document 9 - Testing Station End Peripheral Mobilising Equipment

BUD PD0805 New Ways of Working Document 4 - Chargeable Incidents v1.1.doc

BUD PD813 New Ways of Working Document 3 - Standard Operating Procedures (New Ways of Working outcome 74)

Delivery

Lessons Learned

The introduction of the early FiReControl deliverables to the FRS and Regions has not been successful or as smooth as desired. To mitigate the risk of similar problems in the future, lessons learned during the early deliverable phase need to be identified and embedded into future activities. The deliverables under scrutiny were Early IT into the first three Regional Control Centers (RCCs), the Data Capture and Migration Toolkit 1 (DCMT1) and Early Station End Equipment (ESEE) into the FRSs. To fulfil the objectives two main steps were taken.

Workshop with FRS and Region Representatives (5 June 08) This occurred in two parts. The first part was a set of facilitated breakout sessions, one for each deliverable, to capture issues and recommendations. In order to ensure session focus and coverage of issues, a set of pre-defined lesson categories were used. The categories were:

- Management and Governance
- Process and Controls
- Technical Delivery and Implementation
- People and Capability.

The second part was a combined session where issues and recommendations were shared and from this a set of root causes was identified.

Workshop with EADS (26 June 08)

This occurred in three parts. In the first part EADS shared their perspective of the early deliverables, issues encountered and some recommendations. In the second part CLG shared the

outputs from the FRS / Region workshop. Finally, root causes were agreed in outline and an initial prioritisation was given to the recommendations. To ensure consistency, the same lesson categories were used for both workshops.

During the workshops over 60 individual issues were identified and then distilled into six root causes. During the workshops over 30 recommendations, of varying complexity and priority, were proposed. The root causes and recommendations were taken into consideration and a number of interventions developed. Some of the interventions are already in progress. We are currently in the process of producing the Lessons Learned report.

Officer Mobilising

The officer mobilising pilot of fleet management messaging & satellite navigation technology is progressing well. We have completed control room operator training with Essex and plan to begin using the system across an entire rota bank from 25 July. This will provide cover across all of Essex for three months. Kent has helped us to perform a detailed comparison of the solution with their officer mobilising solution. We are working with West Yorkshire to explore how best to take advantage of their offer to be involved in the pilot.

Data Matching (Intelligent Addressing Service)

CLG and Intelligent Addressing have visited the first three adopters and Merseyside to brief on the matching and to review the results of the matching exercise to identify any areas where the service needs to be amended and to ensure that the material issued is clear and comprehensive. It is intended to give the same briefing to all other FRS' though this will need to be done in groups for resource and logistical reasons. The matching has been completed for 11 FRS' and their report plus all the related files have been issued. Batches 10-12 will be asked to submit their data by the end of this week.

Attribute Based Mobilisation

A two-day workshop was held on 8/9 July with representatives from all nine regions. The workshop defined terms and principles, and agreed to run a proof of concept in East Midlands. The Group proposed that the work should include Derbyshire FRS as one of the DCMT1 early adopters. The work is planned to complete by the end of August. This would enable CLG to issue the appropriate guidance material in September allowing FRS' to start detailed work on this critical area.

NEW WAYS OF WORKING

There has been a slip in the baselined plan, and the overall reasons for slippage are:

- Additional Workshops/Quality reviews: A number of NWoW are dependent upon additional workshops or quality reviews in order to confirm the solution approach which is fit for release to the FRS's. Dates for some NWoW have been pushed out in order to accommodate these workshops and reviews.
- Change in priorities: There has been a change in priorities around which NWoW documents are dealt with first. For instance, SOPs NWoW has been brought forward.
- EADS information: in some cases e.g. MDT site specific information, it has become clear that further information is required from EADS before NWOV documents can be released.

COMMUNICATIONS

Business Case

The Communications Team has been fully immersed in supporting the preparations for the launch of the Business Case Part 1, which was published Tuesday 8 July. Preparations are now underway prior to receiving the go ahead to launch Part 2.

Presentations

We supported Richard How at the Fire Forum meeting 27 June, as he delivered his presentation (which was well received) to help members understand the purpose of the business case.

Literature

We completed and have started distributing the FiReControl leaflet which provides a general overview of the project. Its purpose is to inform newly elected members and people who are new to the project, and we've received positive feedback and leaflet orders from various regions.

Meetings

Looking to the next Communications Network Meeting 31 July, we will be discussing issues arising from the Business Case launch, including a session on media handling, and looking for more content ideas from the regions to feed into the DVD production.

SOG Update

Cross Border Mobilisation

CFOA are leading consultation on the impacts of FiReControl on cross border mobilisation. They are considering how attributes and operator notes can be used to ensure resources are mobilised in accordance with FRS wishes.

Delivery Assessor

It was agreed that the second visits should commence covering Checkpoint 2 and, where appropriate, Gate 1. Only the FRS co-coordinator is required to attend this meeting although others are welcome. Going forwards initial reports will be delivered within four weeks of the visit dates.

Project Governance – Senior User Role

The papers setting out the Senior User governance proposal prepared following discussion at the previous SOG were endorsed. SOG expressed concern that a number of regions had not submitted their nominations and requested that these were made promptly.