Application Form and Guidance for Fire and Rescue Authority Transformation Funding for 2015/16

Introduction

The development of a well-considered and robust application will be key to bidding for the Fire and Rescue Authority Transformation Funding Scheme.

This form and the accompanying ‘Annex A’ spread-sheet, alongside the bidding prospectus, aim to guide and assist applicants through the steps needed to ensure sufficient and robust information is provided in response to the questions listed.

Applicants should use their judgement in deciding what information to submit in support of any given question, but the summaries requested must be completed in the word limits provided.

As a general rule of thumb for completing an application, the amount and detail of supporting information provided should be proportional to the size and complexity of the proposed project.

A single authority may put in no more than three grant application bids overall, one per bid for a particular size of lot. One bid may contain multiple elements. The Department reserves the right to part-fund bids with multiple parts and bidders are asked to consider identifying cases which lend themselves to this and which elements should be prioritised. (See section 3.5 of the bid guidance document for ‘syndicated’ bids).

A completed application form and the information supplied on a single spread-sheet comprises a single application; Bidders should use their judgement on fitting the document to their bid requirements (for example, by expanding fields if necessary by adding extra rows).

If you have any questions on the application form, please contact:

FireTransformation@communities.gsi.gov.uk
A. Identification

The first table, shaded in grey will be completed by the Department upon receipt of the application. The Department will check that all required documents have been submitted, and that the application meets the minimum required terms and conditions for an application for Transformation Funding. Any queries will be referred back to the applicant.

The applicant fire and rescue authority must complete the remaining tables in the section.

B. Applicant declaration and certification

The application must be signed by the elected member with responsibility for fire and rescue and the chief finance officer/ Treasurer, and where applicable, counter-signed by the elected member with responsibility for the partner organisation and their chief finance officer/ Treasurer.

The four green-shaded sections of text enclosed within the brackets should be replaced with the name of the applicant fire and rescue authority.

C. Project summary

Project narrative summary: No more than 750 words should be used to complete this section. The project summary should be a succinct description of the proposed project, and summarise the information supplied within the application. The project summary of successful applications will be published by the Department on its website.

Project financial summary: This narrative description should demonstrate in up to 750 words:

- all costs associated with the project have been identified;
- an explanation of why you believe the costs to be reasonable;
- an explanation of how you have quantified the benefits;
- the rationale underpinning assumptions and estimates;
- the level of commitment where funding is contributed from other sources, including any dependencies;
- that financial risks have been identified and mitigation plans are in place; and
- the sustainability of savings in future years.

D. High level project details

Project sound bite  Explain briefly (up to 50 words) what the proposed project will do and what it aims to achieve.

Project location  The location of the beneficiaries of the project and / or the address of the site of the proposed development.
**Project start date**  
The date the project is scheduled to start (if part of a wider programme, explain briefly how this relates to the wider programme.

**Practical completion date**  
The date at which the proposed project concludes (again, if part of a wider programme, explain briefly how this relates to that programme).

**Project funding summary**  
Provide details of the total amount of Transformation Funding requested in the bid, and all other funding secured. If the bid is for a mix of capital and revenue expenditure, these must be identified separately. (Itemised funding should also include other grant funding; part- or match-funding by authorities and their partners).

**E. Bid assessment questions**

This section sets out a series of more detailed questions about the proposed project and its management which will be used to assess the bids. The questions must be completed in conjunction with the *Annex A* spread-sheet, which provides further prompts and support for calculating financial value, including ‘value for money’ returns.
Application for Fire and Rescue Authority Transformation Funding for 2015/16

Disclaimer
There shall be no expectation of grant until Authorities have been formally notified in writing by the Department. All the Applicant’s costs and charges incurred as a result of making this application shall be for the Applicant’s account and cannot be claimed as part of the project.

Applicants should be aware that the following conditions will also apply to all successful bid applications:

- The Department will publish summaries of all successful bids
- The Department reserves the right to limit the number of successful applications from a fire and rescue authority to one per lot size, depending on the nature, volume and quality of all successful bids. One bid may contain multiple elements. The Department reserves the right to part-fund bids with multiple parts.
- Applications must be signed off by the elected member who has responsibility for fire and rescue and the chief finance officer/ Treasurer and in the same way for all other bid partners (where applicable).
- If the bid scores zero for any of the assessed criteria, it will automatically be rejected.
- We propose to include light touch monitoring by the Department utilising publicly available information. We are asking applicants to regularly publicise progress on their websites and disseminate good practice.

Please return the completed application form, together with all required documents, in electronic format to the Transformation Funding Team at:

FireTransformation@communities.gsi.gov.uk
# A. Identification

<table>
<thead>
<tr>
<th>Department for Communities and Local Government use only</th>
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<tbody>
<tr>
<td><strong>Policy Objective(s)</strong></td>
</tr>
<tr>
<td><strong>Date Received</strong></td>
</tr>
<tr>
<td><strong>Project Name</strong></td>
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</tbody>
</table>

## Fire and rescue authority details

<table>
<thead>
<tr>
<th>Fire and rescue authority address including post code</th>
<th>London Fire and Emergency Planning Authority 169 Union Street London SE1 0LL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contact person for bid</td>
<td>John Anthony</td>
</tr>
<tr>
<td>Position in organisation</td>
<td>Project Director Control and Mobilising Services</td>
</tr>
<tr>
<td>Email:</td>
<td><a href="mailto:john.anthony@london-fire.gov.uk">john.anthony@london-fire.gov.uk</a></td>
</tr>
<tr>
<td>Telephone Number:</td>
<td>0208 555 1200 - 31571</td>
</tr>
</tbody>
</table>

Will you be working with other organisations to deliver this project?  

- [ ] YES  
- [x] NO  
- [ ]  

If YES, complete a separate table below for each delivery partner (note – drop down boxes will be allowed)

## Delivery partner organisation details (where bidding for collaboration with other emergency services – please extend this table where more than one delivery partner is identified.)

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Metropolitan Police Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Address of applicant organisation including post code</td>
<td></td>
</tr>
<tr>
<td>Contact Person</td>
<td></td>
</tr>
<tr>
<td>Position in organisation</td>
<td></td>
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<tr>
<td>Email:</td>
<td></td>
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<tr>
<td>Telephone Number</td>
<td></td>
</tr>
<tr>
<td>Outline the relationship with this delivery partner</td>
<td>Other London-wide emergency service and collaborative partner to this interoperability project</td>
</tr>
<tr>
<td>-----------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Organisation</td>
<td>London Ambulance Service</td>
</tr>
<tr>
<td>Address of applicant organisation including post code</td>
<td></td>
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<tr>
<td>Contact Person</td>
<td></td>
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<tr>
<td>Position in organisation</td>
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<td>Email:</td>
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<td>Telephone Number</td>
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<tr>
<td>Outline the relationship with this delivery partner</td>
<td>Other London-wide emergency service and collaborative partner to this interoperability project</td>
</tr>
<tr>
<td>Organisation</td>
<td>London Resilience Forum</td>
</tr>
<tr>
<td>Address of applicant organisation including post code</td>
<td></td>
</tr>
<tr>
<td>Contact Person</td>
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<tr>
<td>Position in organisation</td>
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<tr>
<td>Email:</td>
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<tr>
<td>Telephone Number</td>
<td></td>
</tr>
<tr>
<td>Outline the relationship with this delivery partner</td>
<td>Other London-wide agency and collaborative partner to this interoperability project</td>
</tr>
</tbody>
</table>

B. Applicant declaration and certification

The Data Protection Act: Freedom of Information Act 2000

The Data Protection Act puts obligations on users of personal information and lays down principles for its use. One principle states that the information has to be processed fairly and lawfully. This means you are entitled to know how we intend to use any information you provide. You can then decide whether to proceed with your application and to give your information to us.

The Department for Communities and Local Government undertakes to use its best endeavours to hold confidential any information provided in any application form submitted, subject to our contracting obligations under law, including the Freedom of Information Act 2000. If you consider that any of the information submitted in the application form should not be disclosed because of its sensitivity then this should be stated with the reason for considering it sensitive. The Department will then consult with you in considering any request received under the Freedom of Information Act 2000 before replying to such a request.
Use of Your Personal Information

Our main use for your personal information is to process and assess your application for Transformation Funding. The Department will publish details about this application on the Department’s website. This may include all or some of the project and applicant details.

We may use your information for the purposes of statistical analysis and may share anonymised information with other government departments, agencies or third parties for statistical analysis and reporting purposes.

Our policies and procedures in relation to the application and evaluation of grants are subject to audit and review by both internal and external auditors. Your information may be subject to such audit and review.

If your application anticipates collaboration with another delivery partner, they are required to countersign this application.

We will not hold your information for longer than is necessary. We will hold the majority of your information for a minimum of three years after project closure, currently expected to be 2018, unless we have a legitimate reason to keep this for longer, for instance defending any legal proceedings that may be brought against us by any person or body in relation to your application or the services we have provided or as is required by law or any regulatory body or recommended by any relevant code of practice.

If you believe that any information that we hold about you is inaccurate or incorrect, please tell us and we will correct it.

Applicant Certification – Elected Member with responsibility for fire and rescue, the Chief Finance Officer/ Treasurer and, where applicable, counter signed by the Elected Member with responsibility for the partner organisation and their own chief finance officer/ Treasurer.

I declare that I have the authority to represent London Fire and Emergency Planning Authority in making this application.

I am aware that if the information given in this application turns out to be false or misleading, the Department for Communities and Local Government may demand the repayment of funding and/or terminate a funding agreement pertaining to this Application.

On behalf of London Fire and Emergency Planning Authority and having carried out full and proper inquiry, I confirm to the Department:

- London Fire and Emergency Planning Authority has the legal authority to carry out the project; and
- That the information provided in this application is accurate.

I confirm to the Department:
- I have informed all persons in relation to whom I have provided personal information of the information I have provided to you and of the purposes for which this will be used. I have the consent of the individuals concerned to pass this information to you for these purposes;
- I authorise the Department to process my personal information for the purposes stated in this form;
- That I shall inform the Department if, prior to any Transformation Funding being legally committed to London Fire and Emergency Planning Authority, I become aware of any further information which might reasonably be considered as material to the Department in deciding whether to fund the application.

| Signed for and on behalf of the applicant fire and rescue authority | ________________________________ |
| Name (Print) |  |
| Position | Date |

| Countersigned by chief finance officer/ Treasurer on behalf of the applicant fire and rescue authority | ________________________________ |
| Name (Print) | Date |
| Position |  |

| Signed for and on behalf of the partner organisation | ________________________________ |
| Partner Organisation | Metropolitan Police Service |
| Name (Print) |  |
| Position | Date |

<p>| Counter-Signed by chief finance officer/ Treasurer on behalf of the partner organisation | ________________________________ |</p>
<table>
<thead>
<tr>
<th>Name (Print)</th>
<th>Position</th>
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Signed for and on behalf of the partner organisation

Partner Organisation  London Ambulance Service

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<tr>
<th>Name (Print)</th>
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Counter-Signed by chief finance officer/ Treasurer on behalf of the partner organisation

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<th>Name (Print)</th>
<th>Position</th>
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Partner Organisation  London Resilience Forum

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<thead>
<tr>
<th>Name (Print)</th>
<th>Position</th>
<th>Date</th>
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Counter-Signed by chief finance officer/ Treasurer

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</table>
C. Project summary

C1. Project narrative summary

Background

“The London Resilience Forum retains strategic oversight of the work of the London Resilience Partnership and accountability for multi-agency co-ordination of emergency preparedness arrangements in London, including the development of capabilities to ensure effective response to a range of identified risks.”

In recent years, London has had to react to, and manage a number of serious incidents, which have required tri-service responses. For example, the 2009 pandemic influenza; successive years of severe winter weather (from 2009 onwards), 2011 civil unrest, and community tensions arising from the murder of Fusilier Lee Rigby in 2013.

Communication and information are critical to emergency services collaborative working and interoperability. The Joint Emergency Services Interoperability Programme (JESIP) and Multi Agency Information Transfer (MAIT) programmes are driving change in this arena.

In 2012 London successfully hosted the Olympic and Paralympic Games. Part of this success was as a result of the London Resilience Forum’s single facility providing the ability to quickly detect, assess and corroborate information.

Reviews of the Olympics and other incidents, along with Sir Ken Knight’s review of Fire Services recommend that initiatives should be undertaken to improve interoperability and collaboration.

It is evident that there is an absolute need to maximise the use of existing resources against an ever-changing risk profile and a lowered threshold to accept risks within London.

Project Aims

This project will enhance London’s multi-agency co-ordination and collaboration in advance of, or in response to, major incidents in London through enabling greater interoperability between the three emergency services and Local Authorities. This will be achieved by:

- Sharing incident and other related information directly through data transfer (in support of JESIP).

- Establishing a London Co-ordination Centre to complement the existing command and control facilities in London such as the Special Operations Room and individual agency control rooms, by providing a single source for qualified information which can be jointly assessed by all partners.

The project’s aims are to achieve better information sharing between agencies in order to:

- Rapidly and accurately detect and assess incidents thereby prioritising prevention and protection within an escalating scenario, improve response times, save lives, resolve incidents and restore normality as quickly as possible.

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1 London Resilience Partnership Strategy
- Aid tactical and strategic co-ordination within London to improve collaborative working in response to emergencies.

- Provide a horizon scanning function across multi agency partners through greater collaboration of information to maximise prevention of incidents occurring.

- Reduce call handling times between the emergency services control rooms and other co-ordinating centres, thereby allowing more efficient use of control operators time and encourage greater collaborative working.

- Provide a facility to act as a home to resilience partners from all agencies to work from. This will improve the working relationships and planning for an emergency and reduce potentially duplicated effort of resilience planning teams across London.

In summary the project will deliver the following improvements, benefits and savings:

<table>
<thead>
<tr>
<th>Improvements</th>
<th>Benefits/ Savings</th>
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<tbody>
<tr>
<td>More efficient and effective sharing of incident information.</td>
<td>• Better local accountability</td>
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<td></td>
<td>• Efficiency savings through better use of control operator time</td>
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<td></td>
<td>• Greater collaboration with other emergency services</td>
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<tr>
<td></td>
<td>• Increased Prevention and Protection</td>
</tr>
<tr>
<td>Increased tactical and strategic co-ordination of resources.</td>
<td>• Better local accountability</td>
</tr>
<tr>
<td></td>
<td>• Efficiency and resource savings (Emergency Planning &amp; London Resilience liaison)</td>
</tr>
<tr>
<td>Horizon scanning and intelligence sharing to proactively manage risks</td>
<td>• Better local accountability</td>
</tr>
<tr>
<td></td>
<td>• Enhanced Resilience</td>
</tr>
<tr>
<td></td>
<td>• Increased Prevention and Protection</td>
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<tr>
<td>Better planning and relationships</td>
<td>• Better local accountability</td>
</tr>
<tr>
<td></td>
<td>• Improved Resilience</td>
</tr>
<tr>
<td></td>
<td>• Efficiency and resource savings (Emergency Planning &amp; London Resilience liaison)</td>
</tr>
</tbody>
</table>
Collaboration, Local Accountability and Prevention and Protection

The funding will be used to:

- Commission a co-ordination centre; to include infrastructure, IT and training.
- Implement data-links between London Fire Brigade (LFB) and the Metropolitan Police Service (MPS), and LFB and London Ambulance Service (LAS) control rooms. This will be enabled by the MAIT protocol, the Public Services Network (PSN), and potentially the Overt National Asset Tracking (ONAT) database.

Appendix A provides a diagram setting out the information exchanges. Appendix B provides further information about how MAIT will be used.

This bid is submitted to support transformational change, deliver value for money and align with transformational policy objectives as laid out in Sir Ken Knight’s report ‘Facing the Future’.

C2. Project financial summary

We aim to provide the project in two stages:

- Undertake a short period of consultancy to fully define the optimum solution;
- Roll out the optimum solution.

Although the optimal solution may be amended through the first stage of this process, in order to provide reliable costs for the most likely solution we have engaged Mott MacDonald to provide an estimate for the work to be completed. We have reviewed this budgetary price to ensure that estimates have been included for all relevant costs. This review has been undertaken by both our technical and commercial teams to ensure that we can be as sure as possible that we fully understand the likely costs.

The upfront costs are summarised as follows:

- Consultancy costs to support project £74,400
- Implementation of coordination centre £345,000
- Implementation of data sharing £232,500
- Training £42,000
- LFB/Partners’ staff input time (self-funded) £149,600
- Contingency £69,390

**Total** £912,890

**Bid value** £763,290

Ongoing running costs are estimated at £22,530 which will be funded by LFB and its partners.

We have extensive experience of working with the technology providers that will be likely to provide the technological solution (the majority of the expected costs). We have reviewed the information provided against our own experience and also requested input from Mott MacDonald who have provided support to a number of Fire and Rescue Services for control room integration projects.

Annual cashable savings of £182,268 will accrue to LFB. This is before the wider economic benefits of being able to respond to major incidents in a quicker and more efficient and effective manner. There are two major streams of benefits to accrue from the project:

- Reduced staff time as a result of co-location in the coordination centre
The benefits of the project will be realised immediately through reduced staffing commitments where teams are co located and more efficient ways of working. The saving of an FRS (E) post, the reduction in time spent on secondment by a Group Manager by two days a week and the reduced travel time by other FRS staff from the Emergency Planning department will accrue an annual saving of £110,000 pounds recovering the costs of the project after 5 years. Further savings will be made to other organisations within the partnership through more efficient use of current secondees’ time to the London Resilience Team.

- Operator staff time savings through more effective inter-control communications;
  - Approximately 15% of transactions handled by the LFB control room require co-ordination with the other emergency services. As these are currently undertaken by telephone the estimated call handling time for these calls is c. 5 minutes greater than a standard call. By reducing these calls down to standard times, this will reduce the staffing requirement in LFB by 0.75 FTE.

This gives an overall NPV of £1.4m of savings against costs of £1.1m.

We have quantified the benefits associated with the coordination centre by reference to the staff time that can be saved by colocation (LFB personnel only).

We have quantified the benefits accruing from the data sharing from analysis of call records from the London control room.

LFB and its partners are prepared to commit funding to this project through the provision of its own staff resources during the implementation phase (these have not been included within the grant applied for).

We have reviewed the financial risks surrounding the project. The major financial risk is that at this stage we do not have fully confirmed implementation costs for the project. Our mitigation strategy for this is to utilise the initial phase to ensure that we achieve a costed solution from all providers and that this will be within the budget available. In addition within our bid we have included a contingency fund for the risk of missed items/cost increases prior to contract award. Cost/schedule over-runs will be mitigated post contract award through tight contract management and ensuring that we have sufficient protection (e.g. liquidated damages) contained within the major contracts.

We believe that the savings will be fully sustainable in future years as they are derived from identified direct savings against our current business as usual operation. The reductions in requirements of staffing for collaboration with the other emergency services in London will be felt immediately as we will be able to retrench the current secondees and the staff time savings in the control rooms will enable reductions to the current expenditure on overtime/core staffing for the control room as we will be able to drive greater efficiency from our current resources.

D. High level project details

Project Sound Bite

To enhance the protection of London’s population and economy throughout the ever changing risk profile of the Capital by transforming London’s emergency services interoperability through rapid inter-agency transfer of information to support the early resolution of incidents and the restoration to normality.
Project Location: London

Project Start Date: October 2014  
Practical Completion Date: 31st March 2016

**Project Funding Summary**

<table>
<thead>
<tr>
<th></th>
<th>Transformation Funding Bid</th>
<th>Other Funding (see #)</th>
<th>Grand Totals</th>
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<tr>
<td>Revenue</td>
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<td>352,370</td>
<td>468,770</td>
</tr>
<tr>
<td>Totals</td>
<td>763,290</td>
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<td>846,040</td>
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<tr>
<td>Overall Project Value</td>
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<td></td>
<td>1,115,660</td>
</tr>
</tbody>
</table>

# Other Funding itemised should include other grant funding; part- or match-funding obtained or applied for by authorities and their partners.
E. Bid Assessment Questions

The applicant must submit sufficient information to answer all of the questions below, and complete and submit the relevant tables in the financial **Annex A** spread-sheet. Your answers to these questions will be the basis for assessing your bid for Transformation Funding. Please refer to the Guidance when formulating responses to the questions. You must ensure that all completed documents are signed off by the relevant personnel and sent together to the email address provided at the front of this application form.

You must structure your answers following the ordering of the questions, and it must be clear to the assessors which question is being answered.

Any relevant supporting documents (for example, project plans) may be appended to this Application Form, but the summaries requested must be provided.

The work that will be required in completing the bid should reflect the size and complexity of the proposed project. Lengthy and complex projects that involve several delivery partners and span all of the Department’s policy objectives for transformation funding will require more detail to be provided than smaller, more limited projects.
Section 1 – value for money

(1.1) Annex A must be completed for all bids – please see the associated guidance notes.

(1.2) What (if any) other sources of funding are there for the project? Please list the source, type and extent of funding. Please include grants applied for/ already obtained and funding that the applicant organisation(s) are putting in.

<table>
<thead>
<tr>
<th>Funding source</th>
<th>Type of funding (e.g. revenue, capital)</th>
<th>Value (£)</th>
<th>Is funding secured?</th>
<th>From when will the funding be available?</th>
<th>What will this other aspect of funding deliver?</th>
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</thead>
<tbody>
<tr>
<td>LFB / partner revenue</td>
<td>revenue</td>
<td>£149,600</td>
<td>Y (if bid is successful)</td>
<td>From 2014 +</td>
<td>Staffing costs to Project Manage and implement the Bid</td>
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<tr>
<td>funding</td>
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</tr>
<tr>
<td>LFB / partner revenue</td>
<td>revenue</td>
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<td>Y (if bid is successful)</td>
<td>From 2014 +</td>
<td>Ongoing technology running costs of coordination centre</td>
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<tr>
<td>funding</td>
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</table>

(1.3) We appreciate that there may be wider benefits that are not possible to quantify in monetary terms but which do provide added value to project. Details of any wider / qualitative benefits and any assumptions that underpin them should be described in Section 2 of Annex A (the guidance for completing this Annex provides more detail).

(1.4) Over what timeframe will the project expenditure be spread: 1 year (plus a further 8, funded by LFB)

(1.5) Over what timeframe will the project savings be delivered: 9 years

A similar approach should be taken for any wider costs associated with the proposed project.
Section 2 – Transformation funds policy objective alignment

This section of the bid document focuses on alignment of the bid with the policy objectives below.

Bidders should identify the policy objectives under which their bid sits, and answer all related questions. Please note that more than one policy objective can be linked with any one bid.

(2.1) The bid delivers improved efficiency and effectiveness through the following criteria:

A. Encouraging greater collaboration with other emergency services
B. Improving local accountability
C. Increasing on-call arrangements
D. Promoting asset transformation/ other efficiencies
E. Prioritising prevention and protection

(Please answer the related questions below for all criteria through which the project is assessed as delivering improved efficiency and effectiveness)

Question Topic A: Encouraging greater collaboration with other fire and rescue and/or emergency services

(A.1) Which service(s) are involved? (please note that other emergency services are partner organisations for the purposes of applicant certification and will need to have signed off on a bid):

One or more police service
One or more ambulance service
One or more fire and rescue authority

(A.2) What form will the collaboration take?
Collaboration between London Fire Brigade (LFB), the Metropolitan Police Service (MPS) and London Ambulance Service (LAS) will be achieved in two ways:

- Sharing incident and other related information directly through data transfer in support of the Joint Emergency Services Interoperability Programme and to act as an enabler for the intended Co-responder arrangements between the LFB and LAS.
- Establishing a London Co-ordination Centre, to complement the existing command and control facilities in London such as the Special Operations Room and individual agency control rooms by providing a single source for qualified information jointly assessed by all partners.

Collaboration will enable better information to be utilised to improve:
- Prevention and protection;
- Mobilisation decision making;
- Incident management;
- Tactical and strategic co-ordination;
- Situational awareness and risk identification/reduction;
- Response planning;
- The ability to support Co-Responder arrangements.

Through developing these capabilities further improvements to efficiency and effectiveness can be realised in the following areas:
- Control Operators time, as a result of reduced call handling;
- Use of operational resources;
- Group Manager’s time for London Resilience Team working, as a result of being co-located;
- Emergency Planning time (one FTE), as a result of a secondment to the London Resilience Team not being required:

(A.3) Does the bid improve emergency services interoperability? (Y)

(A.4) If the answer to the above question was yes, explain how.

Communication, and information exchange is key to the success of interoperability. Events such as terrorist attacks on London, civil unrest and severe storms and flooding have proven that the effective and timely exchange of incident and other operational information between London’s emergency services is crucial to the saving of life and property, the protection of London’s economy and restoration to normality.

This bid seeks to enhance communication through the physical co-location of Police, Fire and Ambulance personnel, and through a technical solution that draws on the concepts and standards available through JESIP and MAIT.

Technical solution
Current arrangements between the LFB and other London emergency services (MPS/LAS) require a verbal exchange of information which is both time-consuming and can lead to delays and errors, particularly when workloads are increased.
This project will improve the interoperability between the London emergency services by achieving a technical solution to support the rapid and accurate transfer of information between them. This will benefit all services by allowing a common approach to the transfer of information and reduce control operators handling times for such transactions thereby freeing them to undertake other critical activities. It will also provide an effective and efficient way to provide Co-responder mobilising arrangements between the LFB and LAS.

**Physical Co-location**
Co-location of personnel will enable situational awareness that will allow for early recognition of major incidents and improved, co-ordinated response.

(A.5) Is the bid a new collaborative/ interoperability enterprise? (N)

(A.6) Does the bid build on existing collaborative/ interoperability activity? (Y)

(A.7) If the answer to the above is ‘yes’, please describe this existing activity below.

The three emergency services in London already exchange incident information in a number of ways, and with varying success:

- Electronic data exchange between MPS and LAS control rooms (i.e. not with LFB);
- Through weekly conference calls and briefings;
- Production of a Common Recognised Information Picture at the time, of an incident, achieved through various methods (including telephones calls);
- Strategic Co-ordination Centres for major incidents (e.g. the Olympics London Operations Centre).
- Co-ordination Centres for major planned events (e.g. the Olympics London Operations Centre).

This project aims to develop these channels further to:

- Provide links to enable data exchange from LFB’s control room into MPS and LAS control rooms to provide complete tri-service information exchange.
- Provide a London Co-ordination Centre to enable the exchange of information between key individuals in real-time.

**Question Topic B: Improving and promoting local accountability**

(B.1) Please identify the way(s) in which improved local accountability will be delivered:

- [X] Closer co-operation between fire and rescue authority and a Police and Crime Commissioner
- [ ] Closer co-operation or merger between a stand-alone fire authority and a local authority
(B.2) Does any of the above involve delivery of improved efficiency and effectiveness through plans to share senior management teams and/or other staff resources?  

(B.3) If the answer to the question above is yes, please summarise what these plans are.

(B.4) If the answer to (B.2) is no, please describe how the project will deliver improved efficiency and effectiveness.

Enabling further collaboration between the three services will provide improved efficiency and effectiveness, in the areas described in section A2:

- Control Operators time, as a result of reduced call handling;
- Group Manager’s time for London Resilience Team working, as a result of being co-located;
- Emergency Planning time (one FTE), as a result of a secondment to the London Resilience Team not being required.

In addition to these improvements, the project will deliver an improved service to the public. The project will include improved efficiencies and effectiveness that whilst are difficult to monetise, are deemed to be significant benefits:

- Better responses times
- Better incident management, utilisation of resources and response
- Improved ability for London to ‘return to normal’
- Potential for early identification of incidents and risk, protection and prevention
- Improved ability to keep London moving in times of incident (as recommended by the Quarmby Report in 2010)
- Better public perception of emergency services.

The LFB is also in discussion with the LAS regarding the introduction of co-responder arrangements, this would involve the use of LFB personnel in support of the LAS in response to certain types of threat to life emergency calls. This project will enable an effective and efficient way to provide the necessary Co-responder mobilising arrangements between the LFB and LAS.

Question Topics C & D: Increasing on-call arrangements/ promoting asset transformation/ other efficiencies:

(C & D.1) How does the intended investment deliver improved efficiency and effectiveness (please tick those that are relevant):
Increasing on-call arrangements

replacing and/or rationalising existing fire estate

replacing and/or rationalising existing firefighting equipment

repairing or refreshing existing fire estate

investing in assets to deliver new or rationalised crewing

delivering a new procurement system

delivering a new staffing / crewing system

other (please explain briefly)

(C & D.2) Please give details of any other further savings or efficiencies not listed above that will be delivered through implementation of the project below:

Not applicable.

Question Topic E: Prioritising prevention and protection:

(E.1) How does the project prioritise improved prevention and protection?

“The key to efficiency in prevention and protection work comes back to understanding risk and devising strategies to mitigate it” (Sir Ken Knight’s Review).

The sharing of qualified information, both at the time of incident and to inform wider intelligence gathering will improve risk mitigation planning for all three services. In real time; data sharing, interoperability and horizon scanning will enable early identification of risks for early response. In the longer term intelligence gathering will inform Emergency Planning.

(E.2) Please summarise clearly how savings have been calculated.

In addition to the savings described in section A2, savings in relation to prevention and protection can be realised. Whilst these are difficult to quantify, the following savings are envisaged:

- Potential for early identification of incidents and risk;
- Better responses times;
- Better incident management, utilisation of resources and response;
- Improved ability for London to ‘return to normal’;
- Improved ability to keep London moving in times of incident (as recommended by the Quarmby Report in 2010).
(E.3) Does the project involve local authorities and/or other emergency services in delivering improved and transformed prevention and protection? (Y)

(E.4) If the answer to the above is yes, please explain briefly how local authorities and/or other emergency services are being involved in this work.

As described in section E1, the project will enable improved risk identification and mitigation strategies and plans.

The project will involve all agencies of the London Resilience Forum, including all emergency services, local authorities, and voluntary and private sector organisations in support of the London Resilience Partnership Strategy.

Section 3 - Project Details

Strategic requirements

3.1 Please describe what the project intends to do, who it will benefit and why it is appropriate to progress it at this time.

3.2 Please describe any links to existing, previous or planned projects.

This project links to the following projects:

Joint Emergency Services Interoperability Programme. To improve communication, information sharing and mobilisation procedures between services including their control rooms.

Multi Agency Information Transfer programme. The National Security Strategy and the Strategic Defence and Security Review (SDSR) sets out the Government’s commitment to improving crisis response including:

“... the ability of the emergency services to work together during emergencies.” Communication is essential to prepare for and respond to major incidents. This project will identify ways in which the benefits of the MAIT programme can be used to provide information for the coordination of the strategic response and make best use of the information available during the early stages of an incident.

Overt National Asset Tracking (ONAT). It is envisaged that ONAT data (or similar) will be utilised.

LFB Replacement Mobilising Solution. Following the cancellation of the National FiReControl Project it became necessary for LFB to ensure continuity of its 999 service as the contract for its legacy system was coming to an end. The replacement solution is scheduled to go live during 2015.

The MPS Replacement Mobilising Solution - Go-live is scheduled for October 2015.

London Resilience Strategy. The London Resilience Forum approved a strategy with the vision to make London a Resilient City. Part of this strategy is the ability to detect and assess emergencies. This has long been difficult to achieve across all organisations and relies upon informal networks sharing information in ad hoc fashions. A bespoke facility for sharing information will improve the
early detection and assessment of incidents. The early identification of emerging threats to London is key to providing a swift and proportionate response to minimise the impact of any incident upon London.

3.3 Why is transformation funding (specifically) required?

Transformation funding is required to provide the ability for the LFB to deliver technical interoperability between its control room and those of the MPS and LAS. This technical solution will be an enabler for the London Co-ordination Centre. The London Co-ordination Centre is required to provide improvements to the way emergency services work together to maintain and enhance London’s resilience.

LFB and MPS are both delivering new mobilising solutions for their control rooms, providing an opportunity to implement the necessary improvements.

The Multi Agency Information Transfer (MAIT) programme has recently delivered its data standard enabling the solution.

Without the transformation funding it will probably not be possible to achieve this until future years if other sources of funding eventually become available.

3.4 Please briefly summarise in bullet point form the project’s key objectives in terms of:

- **Deliverables/ outputs;**
  - Technical interoperability between the London Emergency Service's control rooms.
  - The ability to rapidly transfer information between the emergency control rooms in London to improve response times and resolve incidents.
  - Enhanced accuracy of the exchange of information between the emergency control rooms.
  - The opportunity to share incident information to assist with the co-ordination of media handling liaison between the three London Emergency Services.
  - The ability to provide an efficient and effective way of requesting/mobilising co-responders.

- **Outcomes / longer term results - in particular, any improved efficiencies/ effectiveness delivered**
  - Improved tactical and strategic co-ordination within London to improve collaborative working in response to emergencies.
  - Reduced call handling times between the three emergency control rooms thereby allowing more efficient use of control operators’ time.
  - Shared Situational Awareness across the Emergency Services control rooms both in steady state and during the response to a major incident.
The opportunity to further develop interoperability for information flows, collation and distillation, between London partner organisations, abutting Counties, the Mayor’s Office and Central Government.

Improved efficiency and effectiveness for the saving of life and property, the protection of London’s economy and restoration to normality.

Improved efficiency and effectiveness for all three control rooms by allowing a common approach to the transfer of information.

Project Planning:

3.5 Please set out the key activities and dates for the project in the table below. Please add further rows to the table as required, highlighting those which are dependencies. If a separate project plan is appended, this summary table must still be completed.

There should be a clear flow of logic from the project objectives to main activities, deliverables and anticipated results and impacts.

<table>
<thead>
<tr>
<th>Identifier</th>
<th>Key activities</th>
<th>Dates</th>
<th>Dependency with (identifier) – explain briefly</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Scoping and Information Gathering:</td>
<td>October 2014 to March 2015</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Ways of Working for incident sharing data</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Concept of Operations for Co-ordination Centre</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Staffing and other strategic partner considerations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Agree Memorandum of Understanding</td>
<td>February 2015</td>
<td>Dependent on (1): Agreeing Ways of Working, Concept of Operations and staffing considerations</td>
</tr>
<tr>
<td>3</td>
<td>Production and approval of specifications</td>
<td>December 2014 to April 2015</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Procurement</td>
<td>March to October 2015</td>
<td>Dependent on (3): Approval of specifications</td>
</tr>
<tr>
<td>5</td>
<td>Implement Incident Sharing technology</td>
<td>November to December 2015</td>
<td></td>
</tr>
<tr>
<td>Identifier</td>
<td>Key activities</td>
<td>Dates</td>
<td>Dependency with (identifier) – explain briefly</td>
</tr>
<tr>
<td>------------</td>
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<td>---------------------------------</td>
<td>-----------------------------------------------</td>
</tr>
<tr>
<td>6</td>
<td>Prepare Accommodation</td>
<td>November to December 2015</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Install Co-ordination Centre technology</td>
<td>December 2015 to February 2016</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Training</td>
<td>January to March 2016</td>
<td>Dependent on (5) and (7): Technology being implemented.</td>
</tr>
<tr>
<td>9</td>
<td>Go Live</td>
<td>March 2016</td>
<td></td>
</tr>
</tbody>
</table>

**Project Governance**

3.6 Explain how the project will be managed and governed, including any relevant track-record of project delivery from those concerned.

A governance board involving all three services will be established.

The LFB will be lead organisation. The core project team will be made up of the LFB CAMS Project Director and Project Manager, an LFB Emergency Planning employee and Local Authority employee, together with the CAMS support team.

The core project team will be expanded with support from the other services, and industry, as required.

Project reporting will formally be made to the project governance board, LFB Corporate Management Board and LFEPa in accordance with the LFB corporate project reporting process.

The LFB CAMS Project Director and Project Manager have both qualified as Prince2 Practitioners and together with the Project Team Members have extensive experience of successfully delivering major technical projects including Firelink, FiReControl and both of the LFB’s previous mobilising solutions. In addition the Project Director and Project Manager have both served as co-opted members of National Teams on equivalent major projects.

**Project risks and mitigations:**

3.7 Using the table below, please provide an assessment of key project risks in terms of delivery, management and control, mitigating actions (planned or already in place) and assessment of risks post-mitigation. Please consider, in particular, all dependencies critical to project success and the risks arising from these dependencies.

3.8 If a separate risk register is appended to the application, the summary table should still be completed.
<table>
<thead>
<tr>
<th>Number</th>
<th>Risk</th>
<th>Red/Amber/Green Status</th>
<th>Mitigation descriptor</th>
<th>Red/Amber/Green Status post-mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Agreement of Ways of Working</td>
<td>Amber</td>
<td>The planned project approach is such that it allows for a period of consultancy that is intended to develop and validate the scope, and manage stakeholders. The scoping/ information gathering project stage should enable agreement of ways of working.</td>
<td>Green</td>
</tr>
<tr>
<td>2</td>
<td>Agreeing and establishing Concept of Operations for Co-ordination Centre</td>
<td>Amber</td>
<td>The planned project approach is such that it allows for a period of consultancy that is intended to develop and validate the scope, and manage stakeholders. The scoping/ information gathering project stage should enable agreement on concept of operations.</td>
<td>Green</td>
</tr>
<tr>
<td>3</td>
<td>Delivery of technical solution. To date, MAIT has not been implemented.</td>
<td>Amber</td>
<td>The planned project approach is such that it allows for a period of consultancy that is intended to develop and validate the scope and assess feasibility. Tenderers’ solutions will also be evaluated by technical experts.</td>
<td>Green</td>
</tr>
<tr>
<td></td>
<td>Description</td>
<td>Team</td>
<td>Details</td>
<td>Colour</td>
</tr>
<tr>
<td>---</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>4</td>
<td>Delivery within required timescales. The project requires delivery in specific timescales to meet funding requirements/rules.</td>
<td>Amber</td>
<td>LFB’s project team are experienced in the delivery of projects of this nature. Also, it is intended to utilise expert consultants when necessary.</td>
<td>Amber</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Recognising that there is reliance on external suppliers</td>
</tr>
<tr>
<td>5</td>
<td>Project Governance</td>
<td>Amber</td>
<td>Multiple organisations are involved in the project. To mitigate this LFEPA has taken responsibility as the lead agency to initiate and deliver this project. Independent advice will be sought in the research phase to reduce any organisational bias and a collaborative governance board will be established for the project.</td>
<td>Green</td>
</tr>
<tr>
<td>6</td>
<td>Cost Over-run (pre contracts)</td>
<td>Amber</td>
<td>Costs submitted in bid are indicative and may not be accurate once market is tested fully. Contingency included in bid to mitigate.</td>
<td>Green</td>
</tr>
<tr>
<td>7</td>
<td>Cost Over-run (post contracts)</td>
<td>Amber</td>
<td>Contracts will be let which pass this risk to the delivery organisations through milestones/liquidated damages.</td>
<td>Green</td>
</tr>
</tbody>
</table>