



LONDON FIRE  
AND EMERGENCY  
PLANNING AUTHORITY

Report title

## CAMS Project Update

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Meeting

Resources Committee

Date

17 September 2015

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Report by

Director of Operations

Document Number

FEP 2503

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Public

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### Summary

This report provides an update on the current position with the Capita contract to provide a replacement mobilising system which is due to go-live into operational use on 30 September 2015. As the system is currently undergoing final testing a verbal update will also be provided at the meeting.

### Recommendation

That the report be noted.

## Background

1. The contract for the replacement mobilising system that was placed with Capita on 31 July 2012, was due to go-live no later than 25 July 2014. Following a failure of the Factory Acceptance Testing during January 2014 a correction plan was agreed with Capita which gave a revised go-live date of no later than 31 July 2015 and a planned go-live date of 15 July 2015.
2. Capita were subject to the full impact of delay payments that are permitted within the contract for this failure details of which are included in Table 1 below.

**Table 1 – Financial implications - 2014 to date**

<b>Additional Funding Received</b>	<b>Financial implications</b>
Delay Payments Received and Applied	(554,536)
Money not spent on new mobilising system due to Capita's delay (July 2014 to July 2015)	(616,448)
Money not spent on new mobilising system due to Capita's delay (July 2015 to Sept 2015)	(73,000)
<i>TOTAL ADDITIONAL FUNDING</i>	<i>(1,243,984)</i>
<b>Additional Costs Incurred</b>	
Additional Operations Support Engineer	75,000
Deferment of Savings	120,000
Extension of Current System Support Arrangements	98,000
Maintenance of Legacy Systems (ProCAD/ICCS/Blue8)	820,000
<i>TOTAL ADDITIONAL COSTS</i>	<i>1,113,000</i>
<b>TOTAL NET FINANCIAL IMPLICATIONS</b>	<b>(130,984)</b>

3. Should Capita delay delivery of the system beyond the end of September 2015 they will be liable for further delay payments up to the cap of £500,000 within any contract year.
4. Officers became increasingly concerned that Capita did not appear to be on track to deliver to these revised timescales and in May 2015 challenged Capita on their ability to meet their commitments. Capita reviewed their position and confirmed that there would be further delays but the system would be ready for operational use before the end of September 2015 with a projected go-live date of 30 September 2015.

## Current Position as at 9 September 2015

5. During August a range of pre operational assurance tests were undertaken, these tests are the same as those that will be run during the formal three week testing period that will take place during September leading up to formal acceptance and operational go-live.
6. The tests have all been run successfully. There are a range of observations that can be classified as critical, major or cosmetic. During testing all critical or major events were identified, rectified and retested and will be further tested during formal Operational Assurance Testing which commenced on Monday 7 September 2015.

7. In addition, a number of interfaces between the new mobilising system and a variety of back office computerised systems are due to be tested under normal operational load, as part of Operational Assurance Testing . Whilst such interfaces have been previously tested, Operational Assurance Testing will provide a realistic operating environment and successful exit from this process will provide a significant level of confidence in advance of go-live.
8. As with any complex system there will be a number of non critical areas that will need to be addressed post go-live. These will be identified and agreed with the supplier and a roadmap created for the delivery of these outstanding items.
9. Providing the formal testing is successful, it is intended, subject to operational considerations, to cut over to the new system in the early hours of 30 September 2015. As during previous system upgrades a formal cut over process will be in place to ensure that there is no degradation in our operational capability during this period and technical support from both internal staff and the supplier will be available for an extended period should there be any emerging issues during the initial transition period.

### **Service Delivery Improvements**

10. There are a number of key operational benefits, which will now be introduced at cut over to the new system or shortly after, which include:
  - a. Geographic mobilising so that the nearest available appliance will be mobilised to an incident.
  - b. An improved search facility which will enable operators to identify the address of the incident with greater speed and accuracy.
  - c. The introduction of caller location for mobile telephone users which should enhance the caller experience and improve call handling.
  - d. The introduction of Structured Emergency Call Handling which will provide for a more consistent approach to call handling and the capture of relevant information which can be passed rapidly to operational crews.
  - e. A significant increase in the use of data instead of voice communication between control officers, crews and officers. This will enable faster and more accurate transfer of information and will free control officers for emergency call handling.
  - f. Improved fall-back and resilience arrangements.

### **Implications of any further Delay**

11. Should Capita not meet the go-live date of 30 September then the Authority retains the right to terminate the contract with Capita and officers will continue to look at the options in case this eventuality should arise. Throughout this programme officers have been considering alternative options should the supplier fail to deliver a working product. These options have included:
  - a. Extending the current Motorola contract. Motorola have informed us that they intend to support the product in the UK until at least the end of 2016. There would be a

number of complications in this arrangement as when we awarded the contract to Capita we novated the Motorola contract to them so there is no extant contract between the LFB and Motorola. In addition we would still have to commence a new procurement which could mean we would be 2 to 3 years away from a replacement product which would be beyond the currently planned time for ongoing support of the product.

- b. There is potential to collaborate with the MPS and or the LAS. Both services have contracts that potentially allow for utilising their contracts as a framework for the supply of a system to the LFB. While this could be a possibility there would still be a long delay in customising any solution for use within the LFB, it may not meet all of our existing requirements and we would have to ensure that we did not impact on the suppliers delivery to our partners.
  - c. We could look to collaborate or outsource the service to another Fire and Rescue Service. The only one that could possibly have the potential to do so within any reasonable time period would be the North West Fire Control Partnership. Again there would be similar problems as with the previous options and as the North West Fire Control Partnership is a stand alone company we would have to go through a procurement process.
12. All of the above options have disadvantages to the LFB in terms of cost, time and performance. There would be the abortive costs of the procurement and development work with Capita. A further procurement and the development of an alternative system would be a burden upon officer time, in particular Information and Computer Technology, who currently have several major projects in progress (including migration to a new Internet Service Provider, installation of a new Wide Area Network and replacement Mobile Data Terminal projects) and scarce resource would be stretched to accommodate additional work.
  13. In addition the LFB would not benefit from the introduction of the operational benefits set out on paragraph 10 above.
  14. Taking all this into consideration, plus the fact that at the time of dispatch operational assurance testing is underway and there have been no reports of significance, officers would not recommend moving to terminate the contract with Capita should they not meet the go-live date of 30 September. This is particularly the case given that the Vision 4 product is now operational in a number of other UK Fire and Rescue services including North Yorkshire, Warwickshire, The Thames Valley Partnership (Oxfordshire, Royal Berkshire & Buckinghamshire) and the Networked Fire Control Services Partnership (Hampshire, Wiltshire, Dorset with Devon & Somerset also due to go-live by the end of September). In addition the East Coast and Hertfordshire Control Room Consortium (Hertfordshire, Humberside, Lincolnshire and Norfolk) are about to commence Factory Acceptance Testing
  15. Officers have been in regular contact with and have visited other brigades to see the system in operation. The experience gained has given further assurance that the system is capable of delivering the performance and service improvements that we expect in London.

## Head of Legal and Democratic Services comments

16. Should the supplier fail to meet a contractual Milestone there is provision to terminate the contract. There are certain contractual and legal processes that would need to be undertaken to bring about the termination. These would be both time consuming and costly to both parties whoever is established to be at fault and such an undertaking would not be recommended except as a matter of last resort.

## Director of Finance and Contractual Services comments

17. This report provides an update on the Capita contract to provide a replacement mobilising system. Table 1 sets out the impact of the delays incurred so far, which have resulted in a net surplus to the Authority of £130k.
18. If go-live for the new system is further delayed beyond the end of September 2015 then Capita will be liable for delay payments of up to £500k in this contract year, less the additional costs already incurred by Capita to maintain the legacy systems during the delay. The report also notes that in the event of a further delay, the Authority retains the right to terminate the contract. In that case there are likely to be material cost implications to LFEPA.

## Sustainable Development implications

19. There are no sustainable development implications arising from this report

## Staff Side Consultations undertaken

20. There has been no staff side consultation on this report

## Equalities implications

21. There are no equalities implications arising from this report.

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## List of Appendices to this report:

Nil

<b>LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985</b>	
<b>List of background documents</b>	
1. FEP 1916 Procurement & Operation of the Mobilising System	
2. FEP 2456 CAMS Project Update	
Proper officer	<b>Director of Operations</b>
Contact officer	<b>John Anthony</b>
Telephone	<b>020 8555 1200 x 31571</b>
Email	<b>john.anthony@london-fire.gov.uk</b>