



Project Initiation Document

Project Number	
Completed by	Peter Groves

Release **Draft**
 Date: 01 September 2009

REVISIONS			
Revision date	Previous revision date	Summary of Changes	Changes marked
01/09/09		First draft	All new

Project Name
Future Options for Training – Soft Market Testing Phase
Project Sponsor
Gary Dobson – Director of Operational Policy & Training
Project Manager
Peter Groves
Background/Context
<p>In January 2008, the Chairman of the Authority instructed officers to highlight the current and future challenges for the Training and Development department in maintaining its commitment to continually improve the quality and range of its training services.</p> <p>Officers reported back to elected Members in July 2008 (FEP 1226), November 2008 (FEP 1266) and January 2009 (FEP 1304). The reports highlighted the growing difficulties of delivering cost effective and efficient training services within the constraints of a property portfolio much of which was designed and built over a century ago. The reports detailed some of the opportunities and benefits that could be exploited by the Authority if an alternative approach to training delivery was adopted.</p> <p>Officers were instructed to define the scope and type of the training provision that could be considered as part of a Public/Private Partnership (PPP)/outsourcing option. The scope of the revised approach is to be developed in conjunction with a review of training delivery to ensure that the Authority's interests are protected.</p> <p>Officers reported back to elected Members in July 2009 (FEP 1393) with the results of the review of the current methodology for London Fire Brigade training delivery. It provided details of a preferred training delivery model, volumes of training required, associated training objectives and property dependencies contained in an output based specification. It also provided details of a timetable to test the market to assess the market's readiness and appetite to deliver those requirements and on what basis that delivery might take place.</p> <p>Officers were subsequently instructed to proceed with the soft market test and to report back to Authority with the findings of the soft market test in March 2010.</p>
Strategic Alignment
<p>This project aligns with the following aims as detailed in the London Safety Plan 2008-2011 and the Corporate Plan 2008-2011.</p> <p><u>Aim 4 Resources</u>: Managing risk by using our resources flexibly, efficiently and effectively, continuously improving the way we use public money</p> <p><u>Aim 5 People</u>: Working together to deliver the highest quality services within a safe and positive environment for everyone in the organisation.</p> <p>The project also aims to improve training related preventative and mitigation control measures contained within the corporate risk register (CRR), specifically:</p> <p><u>Preventative controls</u>: CRR1 – Safe system of work</p>

CRR2 – Leadership
CRR15 – Approach to partnerships
CRR16 – Diversity of workforce
CRR24 – Funding uncertainty
CRR35 – Developing our people

Mitigation controls:

CRR28 – Targeting protection activity
CRR29 – Quality of response

Project Objective

The Authority has all the information it needs, in a single report, to enable a decision to be made on the future provision of training.

Success Criteria

Authority Members must be provided with all the information they need to make a decision and therefore must include:

- assessment of the market's appetite for outsourcing
- identification of potential options for outsourcing and partnership models
- the treatment of assets
- All papers presented to Authority Members must be approved by CMB first
- The project must explore all options for the future which means that all conversations and information produced must be handled according to LFB guidelines on sensitive information
- Service Delivery (as the primary 'customer' for training delivery) must be fully engaged with the process and must support the recommended option to be presented to the Authority

Scope

In Scope

The scope of the project is to measure the market's appetite to deliver the following training curriculums to the preferred training delivery model outlined in FEP 1393:

- BA and real fire training
- Incident management training
- Rescue skills training
- Safety skills training
- Transport training
- Equality and diversity training
- Initial firefighter development programme
- IT training
- Leadership and Management training

The soft market test will assess the levels of external interest; gauge what their sector experience is and whether they can suggest alterations to the model to make it more practical.

Out of Scope	
The training services currently provided by the Commercial Training Unit have not been included in this review.	
Project Deliverables	
Specialist products:	
<ul style="list-style-type: none"> ▪ Prior Information Notice (PIN) to alert the market ▪ A soft market test project description ▪ A soft market test questionnaire ▪ Soft market test response assessment plan ▪ Soft market test analysis report (detailing level of interest and potential options for how the market indicates that the Authority training requirements could be delivered, including how the Authority's existing property, assets and human resources may be deployed to deliver the training requirements) ▪ An updated output based specification to include updated course information and associated property, asset and human dependencies ▪ A local training delivery survey questionnaire (to assess the volume of courses which could be delivered with the closure of Southwark and Skyline House training centres and assess what further investment would be needed to upgrade other LFB properties for training purposes.) ▪ Training delivery survey analysis report ▪ A benefit and risk assessment for options to be presented to the Authority ▪ A report on the capital investment costs associated with upgrading existing sites upon closure of Skyline House and the anticipated closure of STC. ▪ Draft Authority report for review ▪ Final Authority report ▪ PID for the next Phase (based on the recommended option from the Authority report) 	
Management products:	
<ul style="list-style-type: none"> ▪ Project Initiation Document (PID) for this phase of the project ▪ Workstream agreements ▪ Stakeholder engagement and communications plan ▪ Project plan (including details of workshops) ▪ Assumptions, Change, Constraints, Risks, Issues and Dependencies (ACCRID) log ▪ Monthly status reports 	
Anticipated Costs	
Project Costs	Cost (£)
Resourcing the project team	81k
Commercial support	35k
Total	116k
Benefits	
The benefit directly attributable to this stage will be that the Authority will have all the management information it needs to make an informed, benefits based, decision for the next phase.	
Timescales	

This stage of the project will culminate in a report to Authority in March 2010.

Milestones

Task:

Local training delivery survey complete

Target Date:

31 August 2009

Task:

Prior Information Notice (PIN) to alert the market published

Target Date:

25 September 2009

Soft market test project description agreed

25 September 2009

Soft market test questionnaire agreed

25 September 2009

Planning workshop with key stakeholders

29 September 2009

Work stream agreements agreed

9 October 2009

Inaugural Project Board meeting

16 October 2009

Report on cost of potential upgrades to facilities arising from local delivery survey

11 December 2009

Complete soft market test analysis

15 January 2010

Submit report to TMB

27 January 2010

Submit report to CMB

05 February 2010

Submit report to FPPC

16 February 2010

Submit report to Authority

10 March 2010

Constraints

Quality:

The output of the soft market test of the external market's appetite and ability to deliver the preferred training model should:

- support the Authority's strategic objectives and satisfy the clients' training requirements
- improve control measures and reduce any training related risks contained within the corporate risk register
- improve efficiency, capacity, economies of scale (vfm)
- optimise the availability of training facilities
- optimise the opportunities for increasing training arising from changes to working patterns
- deliver the service for less money; identifying significant cashable savings

Time:

That the report needs to be presented to TMB on 27 January 2010; then CMB on 05 February 2010; then FPPC on 16 February 2010 and finally full Authority on 10 March 2010.

Cost:

That the project costs are contained within the £116k allocated up to 31 March 2009.

Assumptions
<p>That any alternative training delivery model will:</p> <ul style="list-style-type: none"> ▪ Deliver the Authority strategic objectives contained in FEP 1393 and; ▪ Where practical, meet the client's requirements contained within FEP 1393. <p>It is assumed that all key stakeholders from the various Directorates and Departments will need to engage additional resources to deliver the various work streams within the project.</p>
Approach
<ul style="list-style-type: none"> ▪ Since the final solution cannot be defined yet, the overall Future Options for Training activity will be managed in distinct phases, each to be defined as a project in its own right – this is the 'soft market test phase' ▪ Each phase will be run in accordance with the LFB project lifecycle process. ▪ The project is recognised as being Priority 1, Governance Level A. ▪ The Project Board will provide the strategic direction to the project. ▪ The project is broken down into a number of work streams with each work stream will be coordinated the project team to monitor the delivery of the required outcomes. ▪ Each work stream will have a number of working groups to deliver the agreed work with a defined set of deliverables. ▪ Each working group will have a work package provided to facilitate its delivery. ▪ Each working group will report to the Project Manager on a monthly basis using the checkpoint reporting process against the agreed deliverables. ▪ The work stream management boards will meet monthly with meetings chaired by the Senior Supplier (AC T&D). ▪ The Project Manager will report to the work stream management boards and Project Board on a monthly basis via the status report.
Organisation
<p>The Project Board comprises:</p> <ul style="list-style-type: none"> Commissioner (Chair) Deputy Commissioner Director of Operational Policy & Training Director of Resources Director of Corporate Services Head of Training & Development Project Manager <p>The Project Team comprises:</p> <ul style="list-style-type: none"> Project Sponsor (Chair) – Gary Dobson Senior Supplier – Training & Development – Gary Reason Senior User – Service Delivery – Dave Brown Procurement – Mark Atkinson Legal – Keith Minear Property – Ben Cameron

Communications – Glenn Sebright

Project Manager – Peter Groves

Dependencies

The options considered must take into account the requirements and timescales of the follow projects:

- Operational efficiency programme – specifically proposed changes to shift patterns
- FireLink and Fire Control Project
- Olympics Project
- RPE
- PPE Project

Stakeholders

- LFEPA members
- Director of Operational Policy & Training
- Head of Training & Development
- AC Service Delivery
- Head of Procurement
- Head of Legal
- Head of Property
- Head of Communications
- T&D staff
- T&D customers (primarily Service Delivery)
- Fire Service College
- Existing and potential suppliers of training
- Media
- Representative bodies
- Mayoral Office
- Current suppliers of services to support current in-house training facilities/provisions

REFERENCE DOCUMENTS

Document	Version	Location
Authority reports - FEP 1226/1266/1304/ 1393		Hotwire/management/decision making/latest committee reports

Signatures			
Project Manager:		Print Name	Peter Groves
Date:			
Project Sponsor:		Print Name	Gary Dobson
Date:			
Programme Management:		Print Name	Matt Cocker
Date:			