

Project Title: FiReControl – Infrastructure Services Procurement

OGC Gateway™ Number: 0556

Privacy Marking: Not protectively marked, Regional Project Directors Only

OGC Gateway™ Review 3B – Investment Decision

Version number: Final

Date of issue to SRO: 23 November 2006

Department: DCLG

OGC Gateway™ Review dates: 20 – 23 November 2006

OGC Gateway™ Review Team Leader: Dick Wheeler

OGC Gateway™ Review Team Members:

Mike Gunston

David Wood



Office of Government Commerce

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Background

The aims of the project:

The FiReControl Project aims to deliver an integrated fire control service which improves England's resilience against major incidents and helps Fire and Rescue Services (FRS) to save lives. This can be broken down into four primary objectives:

- to enhance resilience in the national fire control capability;
- to support enhanced efficiency and effectiveness in fire and rescue service delivery;
- to work effectively with local fire authorities to deliver sustainable business change in these respects; and,
- to support the wider change agenda within the Fire and Rescue Service.

The driving force for the project:

At present, Fire and Rescue Authorities (FRAs) in England operate 46 separate control rooms which rely on a wide range of differing technologies and operational procedures. The gap between the most and least advanced is stark, with many approaching the end of their useful lives. The existing control rooms are stand-alone and cannot readily step in for each other when systems fail or in times of high demand. In addition, they have a limited ability to deploy both specialist resilience equipment and core fire fighting resources flexibly and efficiently across boundaries and over larger areas.

Alongside the limitations of current capability, the scale and nature of incidents to which the FRS is called upon to respond has increased dramatically over recent years. Climate change and terrorism are major threats and a strategy for replacing current controls is now essential.

The procurement status:

The FiReControl Project has two procurement streams. The first was concerned with the buildings/accommodation for the nine Regional Control Centres (RCCs) and was completed for eight of these in 2005. The procurement for the London RCC is underway. Following an OJEU open tender procurement exercise, best and final offers (BAFOs) for the Infrastructure Services (IS) required are now being evaluated with a view to a recommendation for award of contract shortly. Formal award of contract is expected by the end of January 2007

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Current position regarding OGC Gateway™ Reviews:

A Gateway 1A/2 review was conducted in March/April 2004, followed by a Gateway 3A, for the Accommodation procurement stream, in March 2005. This Gateway 3B is concerned primarily with the IS procurement stream.

Purposes of the OGC Gateway™ Review

The primary purpose of an OGC Gateway 3 Review is to confirm the business case and benefits plan now that the bid information has been confirmed and check that all the necessary statutory and procedural requirements were followed throughout the procurement process.

Appendix A gives the full purposes statement for an OGC Gateway 3 Review.

Conduct of the OGC Gateway™ Review

This OGC Gateway 3 Review was carried out from 20 – 23 November 2006 at DCLG, Allington Towers, Allington St., London SW1E 5EB. The team members are listed on the front cover.

The Review Team would like to thank Peter Betts, John McCarthy, Richard How, the FiReControl project team and other interviewees for their support and openness, which contributed to the Review Team's understanding of the Project and the outcome of this review. We were also grateful for Roger Byrne's and Richard Odaro's help in managing a challenging interview schedule and responding tirelessly to our various requests for information and assistance.

Conclusion

The procurement project for FiReControl Infrastructure Services is in good shape. The detailed evaluation of bids is close to completion and those involved are confident that a clear recommendation will be made to the project board and subsequently to appropriate DCLG approval authorities next month.

Much good work has also been done to prepare the ground for working with the chosen supplier in the subsequent design, development and delivery stages and we have noted encouraging progress at programme level finally to ensure active governance and appropriate integration across the Fire and Resilience programme's constituent projects. The work to establish visible leadership needs to be completed quickly if the required level of understanding and commitment is to be achieved at regional and local levels

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as they are drawn more closely in to the planning and implementation of transition to new ways of working.

We have made a number of recommendations which we believe will strengthen further the foundations for success as the project moves beyond the award of the IS contract.

We have found instances of significant good practice in:

- the comprehensive resource/activity planning system employed; and,
- the end-to-end testing and acceptance strategy deployed.

A summary of recommendations can be found in Appendix B.

Status

The overall status of the Project is **Amber** - as defined below.

Red – To achieve success the project should take action immediately.

Amber – The project should go forward with actions on recommendations to be carried out in timescales as indicated.

Green – The project is on target to succeed but may benefit from the uptake of recommendations.

We have reviewed the actions taken in response to the previous Gateway review and are content that adequate progress has been made as far as possible. We pick up on some related issues in this report.

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Findings and recommendations

1: Business case and stakeholders

1.1 The Fire and Resilience Programme is on the Government's list of mission-critical projects and the responsible Minister explicitly confirmed that, as an important component of this Programme, the FiReControl Project had been afforded a high priority within DCLG.

1.2 The current version of the Full Business Case (FBC) [Second Draft – Version 0.3] has been published on the FiReControl website, but, given the sensitive nature of the ongoing commercial negotiations prior to award of the IS contract, the underlying financial details are not included within this version.

1.3 Whilst we were not privy to the figures contained within supplier bids for the IS contract, we were able to study the next level of financial estimates which had been made, together with the Discounted Cash Flow (DCF) spreadsheets which supported them. On this basis, we found that the FBC had been generally constructed in accordance with HM Treasury's Green Book guidance, and included both Optimism Bias and Sensitivity Analysis calculations.

1.4 The arguments deployed to support the large amounts of expenditure involved (from DCLG budgets) are primarily related to resilience imperatives, but considerable efficiency savings should nonetheless accrue, to the ultimate benefit of local Fire & Rescue Authorities (FRAs) and the communities they serve. Considerable enhancements to the effectiveness of the Fire & Rescue Services (FRSs), particularly in relation to resilience and the ability to respond to major incidents, should also be achieved.

1.5 We noted that the figures supporting the current FBC have been specifically compared to the figures previously contained within its predecessor Outline Business Case (OBC). Whilst this approach has no doubt proved valuable in the context of funding justification, the fact that each set of figures relates to a different cost base and a different period of time makes interpretation of them difficult. We therefore suggest that this particular basis of comparison is not carried forward into future versions of the FBC.

1.6 Once the IS contract has been let (around the end of January 2007), it is our view that the next version of the FBC should be issued very quickly – and that it should contain full financial details relating to both the FiReControl solution and the base (existing systems) comparator – together with detailed explanations of the bases on which component figures have been calculated.

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Such an approach should serve to allay the ongoing FRA/FRS concerns that information is being “hidden” from them and, perhaps more importantly, enable real negotiations on ongoing cost allocations to proceed.

Recommendation 1 Amber

We recommend that, following award of the IS contract, the next version of the Full Business Case should be published quickly – and should include full financial details, together with supporting explanations.

1.7 We were impressed by the approach which has been adopted for the tracking of benefits realisation. The plan to establish baseline Benefit Profiles at Regional and FRA levels, and then to track the realisation of the benefits thus identified through Dashboard reporting, seems comprehensive. We observe, however, that this approach may prove to be somewhat resource-intensive and that it will, at the end of the day, be heavily dependent on the cooperation of FRAs and FRSs.

1.8 We were assured that the requisite level of funding for the FiReControl project had been secured for the remainder of the CSR 04 period and that DCLG Ministers (including the Secretary of State) and DCLG Finance are committed to continuing funding within the indicative baselines for CSR 07 – and also that HM Treasury are well aware of the national priority accorded to this project.

1.9 Following recommendations made by the CLG Select Committee, urgent steps have been taken to revise the FiReControl project’s approach to stakeholder management and communication. The new, more positive, approach has been personally led by the Minister and senior DCLG officials and has included an array of visits to Regional Offices, FRAs and FRSs (including existing Fire Control Centres) across the country. FiReControl project team members have also made themselves more visible in the Regions. All of this activity is clearly welcomed “on the ground” and should help to improve relationships with stakeholders. Our only concern in this area is that the revised Communications Strategy should be formally promulgated quickly, so that there can be no question, within or without the project team, as to the intended approach to communications with stakeholders.

Recommendation 2 Amber

We recommend that the revised Communications Strategy is promulgated in time for announcement of the contract decision.

1.10 We recognise the difficulties which the project team faces in addressing the interests of the array of stakeholders involved in FiReControl – and most particularly the individual (and independent) FRAs and FRSs. But, with the accommodation contracts let and the IS contract about to be let, DCLG now depends upon these key stakeholders to deliver many of the contractual

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‘Authority’ responsibilities, and thus successfully deliver FiReControl. Various initiatives have been taken to resolve some of the current issues with key stakeholders, but there will inevitably be more issues to address as the project moves forward.

1.11 We understand the reluctance to contemplate ‘Section 29’ action, but we do wonder whether further consideration might be given to the inclusion of FiReControl (or Fire and Resilience programme) implementation measurements within an appropriate section of the FRS Comprehensive Performance Assessment (CPA). If it were announced that such measures were to be included in the CPA from (say) 2008, this might encourage a more consistent and committed approach to FiReControl on the part of FRAs and FRSs.

Recommendation 3 Green

We recommend that further consideration is given to the inclusion of FiReControl (or Fire Resilience Programme) implementation measures within the FRS Comprehensive Performance Assessment (CPA).

1.12 Concerns about the governance arrangements for the Fire and Resilience programme have been expressed regularly (by OGC and others) since its inception. The most particular concerns have been related to the need to recognise that a common governance structure for FiReControl, FireLink and New Dimensions projects is essential if the programme is to be delivered successfully. During 2006, all three national project teams have been moved into a single DCLG Directorate and this has clearly been a huge step in the right direction.

1.13 We note that steps are now in train to establish a new Fire and Resilience programme board and thus bring the three projects under a common governance structure. We applaud this approach, which we see as essential to successful delivery of the Fire and Resilience programme and we have been assured that the new board will meet early next month. We do, however, believe it to be essential that this mission critical programme is overseen and actively championed at DCLG Board level.

Recommendation 4 Amber

We recommend that the arrangements for the new Fire & Resilience Programme Board should be completed, that this Board should be chaired at DCLG Director General level and that this structure should be formally established before formal award of contract.

We would expect this Board also to ensure consistent project management arrangements in the Regions.

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2: Assessment of the proposed solution

2.1 The FiReControl IS requirement includes ICT systems, ie hardware and mainly Commercial Off-The-Shelf (COTS) software, and related services, including integration, training, support and maintenance. The technology includes command and control systems within and between control centres and FRS locations as part of a new national network. The solution must support the requirements of the New Dimension programme and provide hosting sites for Firelink equipment.

2.2 The procurement followed the negotiated procedure in which a pre-qualification stage was used to restrict the number of bidders invited to negotiate. Three bidders submitted bids in response to the call for best and final offers; at the point of the review two of the bidders remained in the procurement. The investment decision for the FiReControl contract is to be made following a systematic evaluation of BAFOs from bidders.

2.3 The non-financial technical evaluation has been completed and clarifications to tender prices are to be submitted by the two competing suppliers on 24 November 2006. We have therefore not seen the evaluation report, which will be produced after this review and is scheduled to be delivered to the project board on 6 December 2006. However, we were given comprehensive briefing and documentation on the evaluation process, which we considered to be thorough and robust and aided by usage of the AWARD tool to support the systematic evaluation of bids and provide a clear audit trail. In addition, we have been advised that the proposed solutions from both suppliers consist of established, tried and tested components that require some tailoring to meet the FiReControl business need. They have been assessed to be well above the requirement tolerance levels and capable of delivering benefits expectations.

2.4 Following the award of the IS contract, planning and implementation of transition will be complex. FRSs and RCCs will need to follow a structured and consistent convergence and transition process and management and coordination will need to be thorough to be effective. Indicative timelines are also dependent on IS and Firelink contractor activities.

2.5 This project is recognised fundamentally as part of a wider business change programme rather than an ICT project in isolation. There is a considerable manifest of activities required of the FRSs as part of the transition. The business change team is working with regional resources – 1 project manager and 2 assistants - and local resources. There is one post in each FRS. These are funded by DCLG under 'New Burdens' grants. The national business change team has one FRS secondee for each of the first three regions to be transformed and one for each two of the other six regions. These resources will assist in facilitating the project and trying to make sure the messages from the centre are sensible. They will help to explain issues

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with regional managers and filter genuine concerns. This is an integral part of building regional ownership.

2.6 We found that project planning has been extensive and is improving. Moreover, we were advised that a high level programme plan will be developed showing the critical path required to ensure implementation across all three constituent projects.

2.7 FRS control systems form part of the CNI. We were assured that the project team is following HMG policies for security risk assessment and accreditation. The project has specialist advisers who are working with an independent security accreditor allocated to the project to ensure that bidders' proposals provide the necessary levels of assurance.

3: Review of current phase

3.1 The project is on track but there are a number of issues that need to be addressed. The project team has done a good job under difficult circumstances. There have been difficulties with leadership continuity, with four SROs, three Ministers, two Permanent Secretaries and the Machinery of Government change from ODPM to DCLG since project initiation. The project timetable has slipped by at least a year. However, the project becomes critically time bound once the IS contract has been awarded (expected to be in January 2007).

3.2 A review of FiReControl funding was undertaken in July 2006 to support the decision to proceed to call for BAFOs. The funding position will be confirmed as part of the review of BAFO responses and preparation for IS contract award. Budget allocations for 2006/07 and 2007/08 are assured. Forecast budget requirements for 2008-09 onwards are based on the July forecast, and final allocations will be subject to CSR07. The DCLG Investment Board will consider the project in December, prior to making a recommendation to the DCLG Board on the decision to proceed.

3.3 We were assured that the bid prices are expected to be consistent with the funding projections. The Minister also assured the review team that the project is regarded as a departmental priority. Moreover, she is playing a full part in communicating the merits of the project to MPs, chief fire officers and FRA chairmen.

3.4 There are concerns about managing the expectations of the Fire Service. FRAs have to be properly approached from the centre; elected members need to know about finances. After award of the IS contract, the operating costs in the business case will need to be disaggregated and apportioned to the FRAs.

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3.5 There is a national migration plan for both the FiReControl and Firelink projects and the business design authority is seeking to ensure there will be coherence across Firelink and FiReControl business processes. The amount of direct decision making by the project board appears to have been limited and the board has been reported to have functioned more as a stakeholder forum.

3.6 We were assured that the project team has followed the planned steps in the procurement strategy and has undertaken the required departmental and technical checks. The project team has sought to ensure that the IS contractor is not surprised by any significant differences between its bid plans and the Authority's business process mapping.

4: Risk management

4.1 We found that key risks and issues had been correctly identified by the FiReControl project team and duly recorded in the project's Risk and Issues Register. We were less clear about the actions being taken to mitigate the potential effect of some of the risks or to resolve some of the issues. A particular problem here has been the absence of an integrated Fire and Resilience Programme governance structure and thus the absence of a clear escalation route beyond the FiReControl SRO.

4.2 Risk 66 is an example of the potential problems in this area. This risk identifies the danger to the Project if FRSs do not have the necessary capacity, capability and/or commitment to support the delivery of FiReControl. The "Owner" of this Risk is currently identified as FiReControl's Head of Business Delivery and the "Action Owners" are identified as two FiReControl Workstream Leaders. But this risk is partly engendered by the workloads which, in addition to FiReControl, the FireLink Project and (to a lesser extent) the New Dimensions Project will impose on FRSs. It is most certainly a risk to all three Fire and Resilience Programme projects. It should therefore surely be escalated to Programme level (and perhaps beyond) and the "Owner" and "Action Owner" should be people who carry the authority to initiate and deliver appropriate mitigating actions (and, if necessary, contingency plans). We trust that problems of this ilk will be resolved by the early establishment of a Programme-level structure.

4.3 We also found some disparities between the currently-published procedures for Risk Management and the procedures actually employed (which require some different details to be recorded). Similarly, the procedures for Issue Management form part of a document relating to Change Control Procedures (on the basis that every Change Request starts life as an Issue!), but those particular Change Control Procedures have now been superseded, leaving us (and others) in some confusion about current Issue Management procedures. Clearly, procedures and practice in these areas need to be tidied up. If nothing else, the imminent arrival of an IS Supplier will

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demand that procedures in areas such as these are clearly defined and consistently applied.

4.4 The transition into the implementation phase of FiReControl (which will be triggered by award of the IS contract) will no doubt also generate a number of newly-identified risks and issues. This would seem to present the Project Team with an ideal opportunity to undertake a major Risk & Issue Review (perhaps in conjunction with its new Supplier).

Recommendation 5 Amber

We recommend that, as part of its transition into the FiReControl implementation phase and in light of the revised programme governance arrangements, the project team should undertake a major Risk & Issue Review and – at the same time – ensure the alignment of Risk & Issue Management Procedures, including those for escalation.

5: Readiness for next phase – readiness for service

5.1 The style of contract sought by DCLG for FiReControl IS is a long term partnership founded on an open relationship designed to enable the achievement of mutual success. Both remaining bidders are experienced in this style of relationship and they, DCLG and its delivery partners have worked hard throughout the procurement process to lay the foundations for success following completion of the exercise.

5.2 Project level governance during the procurement process has worked well, particularly in affording opportunities to clear lines with key stakeholders. As the project moves from procurement into design, development and delivery, it will be important that the project board is focussed sharply on the delivery tasks endorsed by the DCLG Investment Board and the DCLG Main Board, and allocated by the Fire and Resilience Programme Board. Revised arrangements should ensure that all those that have a key role to play in successful delivery are represented at the appropriate level.

Recommendation 6 Amber

We recommend that, taking account of the revised arrangements for integrated programme management, the project board constitution, terms of reference and methods of business management, are reviewed by the SRO to ensure that the appropriate focus is in place and clear to all concerned before the formal award of contract expected at the end of January 2007.

5.3 The project has been tightly but adequately resourced to complete the procurement process to a demanding timescale, particularly over the period since the receipt of BAFOs. Beyond the award of contract stage, the feasibility of future plans will be dependent on not only the efficacy of the central

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resource planning system, which appears comprehensive and well organised, but also on the sufficiency of regional and local FRS resources to play their parts in the planning and implementation of transition to the new ways of working. The current state of evolution of FRS control centre operations varies considerably between individual FRSs. Some have already invested in newer technologies and related process and procedures. Others have not been able to progress so quickly and may need significantly more help, for example, to plan and achieve data collection and migration. Whilst we have noted the national team's plan to focus their business change effort (including resource funding) as far as possible to support those most in need, current funding of resource at regional and local levels has been allocated evenly across the FRS estate. It is distinctly possible that the national team's resources will not be sufficient to compensate for all of the local shortfalls.

Recommendation 7 Amber

We recommend that resource/ activity plans for transition in each FRS are reviewed for overall feasibility and that, if necessary, adjustments are made to ensure an appropriate combination of national, regional and local resources is applied to each FRS in light of local circumstances.

5.4 This review has taken place immediately before the receipt of bidders' clarifications to their tender prices. Nevertheless, the project team has briefed us on affordability and there is confidence that final bids will be within the funding approval given by Ministers earlier this year. We have not had sight of the detailed implementation plans which bidders have been required to incorporate within their bids; we have been assured, however, that these are consistent with the broad timetables which have been agreed with Regional Management Boards. We have also noted the attention given to the feasibility of bidders' plans within the detailed evaluation process. The contract clearly defines responsibilities for both parties of the contract and sets out the first five milestone dates eg, main application build , All other milestones are activated by the Authority, against the backdrop of detailed plans developed at regional and local levels.

5.5 We noted that the RCCD for the East Midlands Region is in place . His role is to act as a 'pathfinder' and is sharing his experience with the national team. We understand that recruitment of further RCCDs will not commence until January 2007.

Recommendation 8 Green

We recommend that, wherever possible, consideration is given to earlier recruitment of further RCCDs as soon as related RCC companies are established.

5.6 Strategies for contract management, service management, change control and benefits realisation are in place and key roles and responsibilities are

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identified in the draft contracts agreed with each bidder. Some central working-level contract management resources are in place but procurement of professional expertise to manage that aspect of national functions has been delayed following unproductive trawls within DCLG and across Whitehall.

Recommendation 9 Amber

We recommend that arrangements are made (interim or otherwise) to ensure a full contract management complement is in place by the end of January 2007 when formal award of contract is expected.

Recommendation 10 Amber

We recommend that arrangements are made to ensure the availability of procurement team resources to enable effective induction for the head of FiReControl contract management.

5.7 Delivery of the required IT infrastructure will encompass a comprehensive approach to testing and acceptance. The related strategy has been in place from the early stages of the project to test the consistency of the statement of requirements with analyses of related business processes and vice versa. Around 1800 changes were identified between the statement which supported the original request for proposals and that with which bidders were asked to comply within BAFOs. This has enabled a higher level of confidence that bidder proposals will provide a comprehensive fit with requirements and processes and a strong foundation for the preparation of scenarios and scripts which will form the heart of acceptance testing. Some 10,000 test conditions have been identified and a full suite of acceptance tests is being prepared.

5.8 Although this particular review is concerned primarily with the IS procurement, all interviewees emphasised the scale of business change involved in the transition to new ways of working in control centre operations and their impact on the delivery of fire and rescue services. Alongside completion of the procurement process much has been done to prepare the ground for the eventual achievement of this transition. Central workstreams for business change, HR, communications and transition are in place and a wide range of guidance material has been prepared, much of which has been very well received. Funds have been allocated to enable recruitment of regional project managers and staff as well as for one FTE in each FRS to co-ordinate local activity and work with regional/national teams.

5.9 That said, the challenge for each region, and within each FRS, remains a daunting prospect. Establishing soundly based RCC companies; addressing successfully a wide range of HR issues, particularly the interests and concerns of existing control centre staff; ensuring an approach to and pace of change which takes proper account of each FRS's capacity for change; and assuring the successful integration of the various technologies involved, including those within FiReLink, represent major challenges individually. Put

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them together and it is clear that the utmost care and attention to detail will be essential to success. Several interviewees underlined the importance of effective communications and observed that the award of the IS contract will afford an opportunity for a refreshed approach to communications. The project team has been working hard to 'raise its game' in this area, particularly in response to comments made by the Select Committee.

Recommendation 11 Amber

We recommend that current work to strengthen communications activity and improve its effectiveness is focussed also to ensure, where appropriate, proactive, 'front foot' activities which maximise opportunities to ensure clear understandings in advance of potentially unhelpful media activity.

5.10 In the context of good communications, accurate document control is vital and we have noted some inconsistencies amongst project documentation.

Recommendation 12 Green

We recommend that arrangements for document control are tightened to ensure clarity and consistency at national, regional and local levels.

The next OGC Gateway™ Review (Gateway 4) is expected in 2009 prior to live operations in the first Regional Control Centre. The SRO has also indicated his intention to discuss with senior colleagues the potential value of a Gateway 0 review of the Fire and Resilience Programme during 2007.

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APPENDIX A

Purpose of OGC Gateway™ 3 Review : Investment decision

- Confirm the business case and benefits plan now that the bid information has been confirmed.
- Check that all the necessary statutory and procedural requirements were followed throughout the procurement process.
- Confirm that the recommended contract decision, if properly executed within a standard lawful agreement, is likely to deliver the specified outputs/outcomes on time, within budget and will provide value for money.
- Ensure that management controls are in place to manage the project through to completion, including contract management aspects.
- Ensure there is continuing support for the project.
- Confirm that the approved procurement strategy has been followed.
- Confirm that the development and implementation plans of both the client and the supplier or partner are sound and achievable.
- Check that the business has prepared for the development (where there are new processes), implementation, transition and operation of new services/facilities.
- Confirm that there are plans for risk management, issue management and change management (technical and business) and that these plans are shared with suppliers.
- Confirm that the technical implications, such as 'buildability' for construction projects; and for IT-enabled projects information assurance, the impact of e-government frameworks (such as e-GIF, e-business and external infrastructure) have been addressed.

APPENDIX B

Summary of recommendations

Red – Take action immediately.

Amber – Take action in timescales as indicated.

Green – Take action as required.

		Status
Ref. No.	Recommendation	R/A/G
1.	We recommend that, following award of the IS contract, the next version of the Full Business Case should be published quickly – and should include full financial details, together with supporting explanations.	Amber
2.	We recommend that the revised Communications Strategy is promulgated in time for announcement of the contract decision.	Amber
3.	We recommend that further consideration is given to the inclusion of FiReControl (or Fire Resilience Programme) implementation measures within the FRS Comprehensive Performance Assessment (CPA).	Green
4.	We recommend that the arrangements for the new Fire & Resilience Programme Board should be completed, that this Board should be chaired at DCLG Director General level, and that this structure should be formally established before formal award of contract.	Amber
5.	We recommend that, as part of its transition into the FiReControl implementation phase and in light of the revised programme governance arrangements, the project team should undertake a major Risk & Issue Review and – at the same time – ensure the alignment of Risk & Issue Management Procedures, including those for escalation.	Amber
6.	We recommend that, taking account of the revised	Amber

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	arrangements for integrated programme management, the project board constitution, terms of reference and methods of business management, are reviewed by the SRO to ensure that the appropriate focus is in place and clear to all concerned before the formal award of contract expected at the end of January 2007.	
7.	We recommend that resource/ activity plans for transition in each FRS are reviewed for overall feasibility and that, if necessary, adjustments are made to ensure an appropriate combination of national, regional and local resources is applied to each FRS in light of local circumstances.	Amber
8.	We recommend that, wherever possible, consideration is given to earlier recruitment of further RCCDs as soon as related RCC companies are established.	Green
9.	We recommend that arrangements are made (interim or otherwise) to ensure a full contract management complement is in place by the end of January 2007 when formal award of contract is expected.	Amber
10.	We recommend that arrangements are made to ensure the availability of procurement team resources to enable effective induction for the head of FiReControl contract management.	Amber
11.	We recommend that current work to strengthen communications activity and improve its effectiveness is focussed also to ensure, where appropriate, proactive, 'front foot' activities which maximise opportunities to ensure clear understandings in advance of potentially unhelpful media activity.	Amber
12.	We recommend that arrangements for document control are tightened to ensure clarity and consistency at national, regional and local levels.	Green

NB: Full R/A/G definitions can be found in the status section.