Appendix A - Bedfordshire Fire and Rescue Authority

Projects and Programme Annual Report 2020/21

Date: 14th April 2021

Bedfordshire
Fire and Rescue Service

Active Projects

Strategic Aim	Project Name	Project Description	FRA Reporting - Business Outcomes (The So What?)	In CRMP Plan?	RAG Status
Empowering	Cloud-based processes (Training Centre Administration) CMS & PDR Pro v3 to v5 Upgrade	The project will deliver new CMS training system on PDR Pro and will upgrade PDR Pro from v3 to v5.	Implementation of a new Course Management System (CMS) to replace Training Planner in MIS (now complete), and PDR Pro upgrade from v3 to v5.	Y	**Green**
Empowering	iTrent HR/Payroll System and Services - Web Recruitment - Control and Retained Workstream	This project implements an online Web Recruitment for potential Control and Retained staff.	Online Web Recruitment for potential Control and Retained staff. The remaining deliverables for this workstream as of April 2021 are as follows: • UAT RDS web recruitment, including life cycle • Produce user and training guides • HR Operations Training • Live implementation • Handover to BAU and work stream closure	Y	**Green**
Empowering	iTrent Performance Management - Appraisals Workstream	This project delivers digital transformation of the Appraisal process.	This project delivers digital transformation of the Appraisal process.	Y	**Green**
Empowering	iTrent HR/Payroll System - Onboarding Workstream	iTrent Onboarding is used so new employees can acquire the necessary knowledge, skills, and behaviours in order to become effective organisational staff members.	iTrent Onboarding will ensure new employees can acquire the necessary knowledge, skills, and behaviours in order to become effective organisational staff members.	N	**Green**
Empowering	iTrent HR/Payroll System - Electronic Signatures	Electronic Signature allows for the creation of electronic signature capable correspondence within iTrent, which can then be published to self service, to be acknowledged or electronically signed. Provide better security as the data will be held only within iTrent and not pushed externally. Allows a template to be specified and create a workflows to notify a person that they have a document to sign.	Electronic Signature allows to create, acknowledge and publish electronic signature within iTrent. This enables better security as the data will be held only within iTrent and not pushed externally. It also allows a template to be used, and a workflow created, so that a person can be notified that they have a document to sign.	N	**Green**
Empowering	iTrent HR/Payroll System - Manager Dashboard	The iTrent Manager Dashboard is a configurable Manager Dashboards solution which can assist with workforce planning processes. As a manager, this software enables you to pick up on workforce trends, approve requests and take action quickly and easily, wherever you are.	This software will enable the managers to understand the workforce trends, approve requests and take action quickly and easily, wherever they are.	N	**Green**

Bedfordshire
Fire and Rescue Service

Active Projects

Strategic Aim	Project Name	Project Description	FRA Reporting - Business Outcomes (The So What?)	In CRMP Plan?	RAG Status
Maximising	MS SharePoint Upgrade	This project delivers the implementation of an upgraded version of SharePoint, from on premise to online version.	This project delivers the implementation of an upgraded version of SharePoint, from on premise to online version. In addition to providing document management and storage, the upgrade will enable: • The use of work flows to automate current business processes • Ability to collaborate more easily and effectively when working on documents, reports, plans and strategies • Provision of an intranet to use as a communication tool to share information, which will enable two-way communication and feedback on a range of subjects.	Y	**Green**
Maximising	ESN Emergency Services Mobile Communications Programme (ESMCP) Project	The aim of the project is to replace and upgrade the current Airwave System, which is reaching the end of its contracted lifespan. This is a national project led by NFCC and the Home Office.	• Replace and upgrade the current Airwave System • Support the national programme led by NFCC and the Home Office • Complete ESN coverage test • Procure ESN-compliant devices and associated applications • Switch all new systems and devices connectivity from Airwave to ESN	Y	**Green**
Maximising	Command Support Review	The project will deliver the ICT technical work to become ESN compliant and provide new software for a modern command management of incidents.	• Upgrade the ICU PCs and Servers to Windows 10. • Installation of modern visual connections (HDMI) to allow external devices to connect and display in the ICU. • Deliver a solution capable of live streaming for the incident from the Drone • Deliver a solution capable of live streaming for the incident from the devices associated with the ICU (Rapid deploy camera, ICU mounted Cameras and body worn cameras). • Installation of 5G/4G compatible new router and network equipment to enable collaboration • Ability to plug in other service devices to the ICU to display via HDMI, and enable the ICU as a congregation point for JESIP and collaborative working on a broader scale. • New software platform for modern Command management at incidents to the fire ground and any command point. • Training for all operational staff to use the new technology. • Updated ICU training environment • Competition of the Information data asset log for any software procured, which will store personal data, and progressing privacy impact assessment of the data repository.	Y	**Green**

Bedfordshire
Fire and Rescue Service

Active Projects

Strategic Aim	Project Name / Workstream Name	Project Description	FRA Reporting - Business Outcomes (The So What?)	In CRMP Plan?	RAG Status
Maximising	Corporate KPI Data Hub - Phase 2	The Objectives for KPI Data Hub Phase II are as follows: • Extend the current dashboard to further agreed areas of the organisation • Deliver a new interactive front end within Power BI allowing click-through reporting. • Continue to enhance and improve existing business areas on the dashboard. • Align the dashboard to the 6 CRMP pillars (Preventing, Protecting, Responding, Maximising, Utilizing, Empowering)	The project goal is to deliver up to date Corporate KPI Information across the whole of BFRS to enable viewing up to date performance data. This will turn complex data into information, giving insight to service's performance, which will enable reactive and strategic planning The Objectives for KPI Data Hub – Phase II are as follows: • Extend the current dashboard to further agreed areas of the organisation • Deliver a new interactive front end within Power BI allowing click-through reporting. • Continue to enhance and improve existing business areas on the dashboard. • Align the dashboard to the 6 CRMP pillars (Preventing, Protecting, Responding, Maximising, Utilizing, Empowering)	Y	Green
Maximising	Business Management Information System (BMIS) Project	Implementation of a new BMIS system to assist BFRS in all aspects of Strategic, Risk Reduction, Projects and Fire Safety planning thus reducing effort and increasing efficiency. BMIS will provide common platform for managing strategic goals and objectives, corporate risk, projects, service performance at all levels – from the top strategic objectives down to individual actions.	It will enable the service to get quick and easy access to management information for corporate planning across CRMP, various individual Action Plans e.g. HMICFRS, Risk Registers, and Projects, linking tasks with owners to keep track of and manage delivery. The Portal will help everyone from the CFO to front line staff know what must be done, how it is going, and where corrective changes need to occur. This ensures that better, faster, and more aligned decisions are continuously made.	Y	Green
Maximising	Virtual Desktop Infrastructure (VDI) Xen Desktop Upgrade Project , including Win 10 and Office 2016 rollout.	The project delivers a Virtual Desktop Infrastructure, by upgrading from VDI in a box to Xen Desktop, which will then present Windows 10 and Office 2016 to all BFRS users.	• XEN Desktop rollout • Windows 7 upgrade to Windows 10 and Office 2016 rollout	N	Green

Bedfordshire
Fire and Rescue Service

Active Projects

Strategic Aim	Project Name / Workstream Name	Project Description	FRA Reporting - Business Outcomes (The So What?)	In CRMP Plan?	RAG Status
Maximising	Replacement Mobilising Project (RMP) ICCS & Mobilising System	This project will deliver a new mobilising system that is ESMCP compliant	- Replace existing Computer Aided Dispatch system - Replace existing Integrated Command and Communications System - Implement solution that will be ESMCP compliant	Y	**Green**
Preventing	Safe & Well Prevention Replacement	In house development of a bespoke application for Safe and Well community activities, including partner referrals.	• Creation of a Web based referral form to request a Safe and Well visit - self, for another person and Agency. • Web enabled Safe and Well visits form, thus allowing to reduce the reliance of paper based processes • Safe and Well database and front end redesign and redevelopment • Delivery of a redesigned Safe and Well web enabled form • Delivery of a mobile Safe and Well form app	Y	**Green**
Protection	Risk and Workload Modeller Tools and Data Segmentation Procurement and Implementation	This project will deliver the following outputs: • SIS Desktop implementation • Workload Modeller implementation • Risk Modeller implementation • Web Mapping implementation • Local Knowledge implementation • Segmentation Data integration with the above tools	The new SIS Desktop, Workload Modeller, Risk Modeller, Web Mapping and Local Knowledge Tools and segmentation data are expected to enable: • Flexibility to model data and create bespoke mapping or data tables for the needs of various internal functional leads. • Allow us to remain agile and incorporate any datasets made available to us, both locally and nationally, as part of a wider NFCC discussions on risk modelling which is part of a 3 year programme at the Central Programme Office. • Make a significant contribution to resource planning, budgeting and performance monitoring. This will allow flexible and efficient use of our assets, without compromising the effectiveness of the services we provide.	Y	**Green**
Responding	Replacement MDT Project - Phase 2 (Implementation)	The purpose of the project is to implement the newly procured out of support MDT equipment with ESN compliant hardware and software	Configuration and rollout of the newly procured MDTs	Y	**Green**

Bedfordshire
Fire and Rescue Service

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Responding	Replacement MDT Project - Phase 3 (MDT2 additional usage)	Extend the use of MDT2 to enable workforce to capture additional information	Access to corporate applications such as O 365, e-Forms for IRS, S&W and Protection via the rear MDTs on all appliances. This will reduce the reliance on paper based processes within BFRS and will result in improved efficiency of business processes.	Y	**Green**
Responding	New IRS System	Introduce a cloud based middleware solution to improve how BFRS captures and reports on IRS data.	Integrate with Remsdaq and HO IRS, Existing data will be cleansed and migrated to 3TC, the solution will offer Improved agility :Access on the move (Tablet, Phone), Data Quality Improvements, easier and quicker to use than existing HO IRS system, upload photo's and associate with incidents	N	**Green**
Responding	Station End Equipment	This project delivers the procurement, installation and maintenance of new Station End Equipment	Procurement and implementation of fully supported, GD 92 and ESN compliant Station End Equipment	N	**Green**
Responding	CCTV Cameras Upgrade	Improve the existing CCTV system to reduce or eliminate manual footage download and ensure 360 degrees coverage.	The project will deliver improved CCTV data recording systems in appliances for the following purposes: • Eliminate the need to manually download footage by physically taking the storage device off the vehicle. • Provide data for active monitoring of driving standards by Service Driving Instructors; • Provide data for investigation of external or internal complaints about driving standards; • Provide data for internal, police or insurance investigation following RTC involving Service appliances; • To deter attacks on firefighters and provide data for police investigation in the event of such attacks; • To capture footage of incidents for use in operational debrief.	Y	**Green**
Utilising	Fleet Asset Management System Project	The aim of the project is to introduce a replacement vehicle servicing and defect system to replace an out of support legacy MIS application. The Asset Tracking work stream will introduce an electronic system using scanners and tablets to create accurate asset base and to replace the paper based system presently used.	• Introduce a replacement vehicle servicing and defect system to replace an out of support legacy MIS application. • Implement electronic Asset Tracking system using scanners and tablets to create accurate asset base • Replace current paper based systems.	Y	**Green**

Bedfordshire
Fire and Rescue Service

Active Projects

Strategic Aim	Project Name / Workstream Name	Project Description	FRA Reporting - Business Outcomes (The So What?)	In CRMP Plan?	RAG Status
Utilising	Joint Vehicle Workshops	A feasibility study into Beds Police and BFRS co-locating in shared workshops	Both services have undertaken a needs assessment and suitable accommodation is sourced and costed	Y	**Green**
Utilising	Clothing and Garments	The current contract for Station Wear, Corporate Wear and Associated Services is due to expire. BFRS needs to employ a tendering process in order to select future supplier(s) and to sign a contract for the subsequent years.	This project will deliver a new contract for the procurement of station, corporate and special event wear only. The PPE has been procured separately.	N	**Green**
Protection	Infographics FloSuite Fire Safety Protection Replacement MIS	Deliver and utilise a Fire Safety replacement management information system.	Enable and record the creation and outcomes of Fire Safety jobs against premises. Produce government reports and KPIs. Improve communications and appointment generation.	Y	**Amber**
Responding	Retained Duty System Improvement Project (RDSIP)	The project will review the BFRS Retained Duty System in terms of efficiency, effectiveness and economy of the operation and will recommend and deliver improvements.	Improvements within the RDS system through the introduction of 1. Implementation of a new RDS Management System - complete 2. Identification and replacement of RDS alerters software and infrastructure - complete 3. Evaluation of current recruitment process - complete 4. Utilisation of day duty watch commanders on RDS appliances - complete 5. Non-structural fires crewing - complete 7. Review of annual leave hours 8. Restructure of on-call management process 9. Improvement of recruitment and retention 10. Introduction of agile crewing	Y	**Amber**
Responding	Whole-Time Duty Management System (Rota Replacement) [Gartan]	Introduce a replacement roster system for operational personnel	Deliver a fully automated roster system that is suited to the multitude of operational rosters including the 24 hr shift. The system will provide interoperability between software systems and automate processes i.e. overtime pay claims. The system will monitor operational crewing levels and alert control staff of any issues.	N	**Green**

Bedfordshire
Fire and Rescue Service

Completed Projects

Strategic Aim	Project Name / Workstream Name	Project Description	FRA Reporting - Business Outcomes (The So What?)	In CRMP Plan?	RAG Status
Maximising	Corporate KPI Data Hub - Phase 1	Essential dashboard for Corporate KPI performance measures is being created in house with collaboration with University of Bedfordshire. The system has automatic refresh from other data sources.	The project delivered up to date Corporate KPI Information across Prevention, Protection and Response to enable viewing up to date performance data. This turns complex data into management information, giving insight to service's performance, which enables reactive and strategic planning	Y	**Complete**
Responding	Appliance Telephony	The project will deploy and fit iPhones to appliances.	iPhones procured and deployed to all appliances	N	**Complete**
Maximising	Network PWAN Project (CPSN)	The project delivers the upgrade of the private PWAN network.	This project delivered improved network speed, capacity and resilience with reduced ongoing costs. - WDS and Day Crew Stations upgraded from 20Mb to 40Mb with dedicated connections. - Stopsley and Dunstable upgraded from 10Mb to 40Mb. RDS stations upgraded from 10Mb to 20Mb. - Kempston HQ upgraded from 100Mb to 200Mb.	N	**Complete**
Empowering	iTrent HR/Payroll System - Offboarding	iTrent Offboarding is used for employee exit management, it includes exit interviews and surveys, also providing ex-employees secure access to obtain leaving documentation.	iTrent Offboarding iensures employees exit s managed effectively by providing exit interviews and surveys, and giving ex-employees secure access to obtain leaving documentation.	Y	**Complete**
Empowering	iTrent HR/Payroll System - Survey Builder Workstream	The project delivers ability to create, distribute and analyse staff surveys.	This project delivered the ability to create, distribute and analyse staff surveys.	Y	**Complete**

Bedfordshire
Fire and Rescue Service

Exceptions Reporting

Reporting Period	Q4 2020/21	Project Title	Infographics FloSuite FloSuite Fire Safety Protection Replacement MIS Project	CMT Owner	Ian Evans	Overall Project Status	Amber
Project Objectives	• Enable and record the creation and outcomes of Fire Safety jobs against premises. • Produce government reports, internal reports and KPIs. • Improve communications and appointment generation.			Strategic Aim & CRMP Alignment		**Protecting** **Implement a new digital fire safety management system.**	

Status Update		Key Milestones	Milestone Status & Due Date
Protection management system is now live since March 2020 and partially operational, however there are problems with classification of UPRN into premises with the occupancy information necessary for RIBP purposes. TOID from AddressBase has been obtained to facilitate aggregation of UPRN into 'buildings'.		Implement FloSuite System	**Complete**
The process of uploading regular AddressBase update into FloSuite has been defined and tested. The configuration of the Home Office Reports and other internal reporting requirements is in progress.		Set up internal and Home Office reporting within FloSuite	**27/08/2021**
The Amber status is driven by the level of risk to the residual activities plan, and the fact that further work will need to be done on the FloSuite data and FSEC classification, which is still to be defined in more detail. Revised approach is being considered whereby we are looking to procure commercial fire risk analysis from an external supplier to assist in our RBIP determination for next year and until such time as we have developed in-house methodology using CadCorp tools, which are in a process of being procured. We will also explore whether an external supplier can assist in categorising premises/UPRN into granular sub-categories (e.g. supplemental codes) in a way that can be uploaded directly into our system. The project status will return to Green once we have an agreed approach and timeline for the completion of this work.		Fire Safety data updates and FSEC classification	**t.b.c,**

Bedfordshire
Fire and Rescue Service

Exceptions Reporting

Reporting Period	Q4 2020/21	Project Title	Retained Duty System Improvement Project (RDSIP)	CMT Owner	Chris Ball	Overall Project Status	Amber
Project Objectives	• The project will review the BFRS Retained Duty System in terms of efficiency, effectiveness and economy of the operation and will recommend and deliver improvements			Strategic Aim & CRMP Alignment		**Responding** **Improve the availability of fire appliances crewed by on-call firefighters by introducing new and innovative ways of working**	

Status Update	Key Milestones	Milestone Status & Due Date
The non-structural fires change was implemented successfully in February 2021. The proposal to utilise annualised hours to leave was due to go live in Jan 2021, but has been delayed due to contractual T&Cs amendments being required and the lead times to progress these successfully. Due to the scope of the project and the redirection of focus to respond to the pandemic, the timeline for delivery of this entire project is being revised. Updated project documentation and delivery schedule have to be created for the residual activities, which drives the Amber status.	Implementation of a new RDS Management System	**Complete**
	Identification and replacement of RDS alerters software and infrastructure	**Complete**
	Evaluation of current recruitment process	**Complete**
	Utilisation of day duty watch commanders on RDS appliances	**Complete**
	Non-structural fires crewing	**Complete**
	Review of annual leave hours	t.b.c.
	Restructure of on-call management process	t.b.c.
	Improvement of recruitment and retention	t.b.c.

Bedfordshire
Fire and Rescue Service