Appendix A - Bedfordshire Fire and Rescue Authority

Projects and Programme Q2 2021/22

Date: 12th October 2021

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
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	**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**
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**
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	**Amber**
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	Y	**Green**
Maximising	Command Support Review	The project will deliver the ICT technical work to become ESN compliant.	• 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 • Completion 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**

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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 CFOA 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**
Responding	Replacement MDT Project - Phase 3 (MDT2 additional usage)	Extend the use of MDT 2 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**
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**
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	Y	**Amber**
Responding	Whole-Time Duty Management System (Rota Replacement) Gartan Phase 2	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**
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 • CadCorp Local Knowledge implementation • Segmentation Data integration with the above tools	The new SIS Desktop, Workload Modeller, Risk Modeller, Web Mapping and CadCorp 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	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**

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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**
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**
Responding	National Operational Guidance Implementation Project	The NOG Implementation Project has been commissioned to ensure the latest NOG has been adopted and embedded within the organisation, and a process for on-going maintenance has been defined for progression post project handover to BAU.	The NOG Implementation Project has been commissioned to ensure the latest NOG has been adopted and embedded within the organisation, and a process for on-going maintenance has been defined for progression post project handover to BAU.	Y	**Green**
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.	Y	**Green**
Preventing	Fire Investigation Accreditation Project	CPFA, HCC and BFRA have agreed to jointly fund a shared Fire Investigation Accreditation Project Manager ("FIAPM") post for the purposes of determining an optimal solution for collaborative provision of fire investigation services accredited to ISO/IEC 17020:2012 and managing the successful delivery of the accreditation project within agreed tolerances for Bbudget, timescales and quality.	The Forensic Science Regulator has determined that all fire scene investigations that may enter the criminal justice system must, by 1st Oct 2023, be undertaken by organisations that are accredited to ISO/IEC 17020:2012. In collaboration with the relevant members of the fire investigation teams in stakeholder FRSs and Police this project will deliver a sustainable and cost effective approach to fire investigation conducted by FRSs, which enables accreditation to ISO/IEC 17020:2012 be	Y	**Green**

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Responding	Stations Productivity Assessment Project	The project goal is to understand and then increase station productivity, and in doing so ensure the best utilisation of our assets and resources in line with our Community Risk Management Plan. The specific project objectives in order of priority are as follows: • Gain a realistic understanding of what stations are doing, and what they spend their time on. • Understand any new risks in station ground areas. • Involve staff in identifying opportunities to work smarter. • Understand the barriers to increasing productivity. • Asses which shift pattern, or a blended shift system may best suit which area. • Understand if current shift patterns are an incentive or barrier to recruiting and retaining a more diverse workforce. • Inform the new Emergency Cover Review. • Give Fire Authority Members and the public the assurance we are doing the right thing in line with our refreshed CRMP and existing service values.	This project was initiated in response to our CRMP 2019-23 and HMICFRS Improvement Action Plan. The reasons for doing the project include: • The project aligns with the BFRS's strategic aims and top priorities for 2021-22. For example, 1. Ensure we provide an effective and timely response to fires and other emergencies at all times. 2. Improve our on-call availability 3. Embed effective Equality, Diversity and inclusion processes across the organisation 4. Ensure our response resources and crewing arrangements are aligned to current and future risks • Therefore this project is aligned to our top 4 priorities; • We have not set a cost number on the expected high level benefits and Return on Investment, but we expect to be able to: • Identify where and how we can reduce bureaucracy and administration time; • Understand if we can do more to boost recruitment and retention of a more diverse workforce; • Do more prevention work; and • Do less needless bureaucracy and administration.	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	Amber
Responding	Fire Ground Radios Project	Procurement and implementation of new fire ground raido equipment	This project will replace the current analogue with a digital radios solution.The project will target high rise risks and mixture of On-call (RDS) and Wholetime personnel. Electronic evaluation questionnaire will filter results back into technical department for future decision making. Technical Team is also trialling point to point PTOC (push to talk over cellular) technology as pathway to identifying solutions from Grenfell inquiry recommendations.	N	Green

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Empowering	iTrent - Residual Workstreams	**Electronic Signatures** (PRJ0049**)** 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. This will provide better security	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**
		iTrent - Web Recruitments - Control, Retained and Wholetime (PRJ0012) This workstream implements an online Web Recruitment for potential Control, Retained and Wholetime staff.	Online Web Recruitment for potential Control, Retained and Wholetime staff. The remaining deliverables include: • Finalise RDS Recuitment • Wholetime Recruitment Kick Off, scoping and delivery	Y	
		iTrent Onboarding (PRJ0046) 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	
		iTrent Performance Management (PRJ0013) This project delivers digital transformation of the Appraisal	This project delivers digital transformation of the Appraisal process.	Y	
		iTrent Manager Dashboard (PRJ0051) 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	This software will enable the managers to understand the workforce trends, approve requests and take action quickly and easily, wherever they are.	N	
		iTrent - Mop Up Workstream This workstreams aims to resolve residual issues from previousl modules implementations.	This workstreams aims to resolve residual issues from previousl modules implementations.	N	

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Completed Projects

Strategic Aim	Project Name / Workstream Name	Project Description	FRA Reporting - Business Outcomes (The So What?)	In CRMP Plan?	RAG Status
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	**Complete**

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Exceptions Reporting

Reporting Period	Q2 2021/22	Project Title	Safe and Well Project		CMT Owner	Ian Evans	Overall Project Status	Amber
Project Objectives	• Ability to identify those most at risk of injury or death in fire at the point of referral (on-line), utilising customer insight, geographical location and known risk factors to prioritise our visits. • Ability to report on Key Performance Indicators (KPIs) to both internal and external stakeholders as required • Implement online referral process and risk scoring to provide for self-referral or referral by other (personal / professional) • Information uploaded into the system at the point of visit by way of a more in depth e-form to ensure the data is timely and accurate (mobile working) • Ability to use mobile device app to complete e-forms • Improved S&W database and form which records all details of visits delivered by BFRS or its partners.				Strategic Aim & CRMP Alignment	Preventing .		

Status Update			Key Milestones	Milestone Status & Due Date
The Safe and Well Project status change from Green to Amber is due to issues encountered with the Power Apps development during testing, which are being worked through, live issues related to generic user ID (now resolved) and a new MS licensing requirement (now also resolved). The project plan has not been re-baselined pending initial Mobile App testing completion.			On-line referral form implemented	**Complete**
			Interim e-Form for Safe and Well Visits implemented	**Complete**
This is the first time BFRS BIT team have ever written a full application in PowerApps, connecting to a database, and the new Safe and Well process is far more complex than BIT would have wanted for a first application. The project team is looking at ways to support the developer by investigating available consultancy options and utilising existing support arrangements with 365Tribe as part of the Digital Champions programme.			Improved S&W database, form and Mobile App implemented	**Dec 2021**

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Exceptions Reporting

Reporting Period	Q2 2021/22	Project Title	Retained Duty System Improvement Project (RDSIP)	CMT Owner	Stuart Auger	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. Post implementation review has started for the completed phases to capture lessons learned and positive experiences. Project closure report will be issued once this is completed. The residual work on this project is to be re-scoped and a new project defined and kicked off.		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**
		Residual scope review	t.b.c.

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Exceptions Reporting

Reporting Period	Q2 2021/22	Project Title	Fleet and Assets Management System Project	CMT Owner	Darren Cook	Overall Project Status	**Amber**

Project Objectives	The project objective is to fulfil legislative and safety requirements by provision of an Asset Tracking system that will: • Provide audit trails of all activity associated with an asset from cradle to grave, including the full process to identify the need for a particular asset • Determine the suitability of an asset for its intended use • Associate testing and maintenance regimes with an asset • Define financial requirements for procurement, accounting and disposal of an asset • Implement asset tracking of fleet assets • Track due dates for replacement and/or servicing of vehicles and other equipment • Maintain a full service / test history that can be tracked through the system • Automatically assign all items failing test to the workshop, and back for retest • Eliminate the reliance on paperwork and reduce the overall effort.	Strategic Aim & CRMP Alignment	**Utilising** **Implement an electronic Asset Management System (AMS) for our operational equipment and vehicle fleet.**

Status Update	Key Milestones	Milestone Status & Due Date
Fleet Workstream Defect process and servicing now could be run end-to-end, but with several defects and workarounds which are not acceptable for live use. There are several key issues that need resolution prior to us considering implementation. These include one approved CR that requires confirmation of funding before progress, and two issues under consideration by the supplier product owner. **Asset Tracking Workstream** Key team member seconded to Service Control for two months. This has had a direct impact on our schedule for face To face staff training. Alternative training approaches will be investigated once secondment completes. All pump assets have now been labelled with the exception of Luton station pumps. The team have started labelling the specials with the TRU in Dunstable.	All pumps live on the Assets System	**March 2022**
	All Specials live on the Assets Tracking System	**August 2022**
	Fleet Workstream live	**November 2021**

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