

For Publication

Bedfordshire Fire and Rescue Authority  
Service Delivery Policy and Challenge Group  
07 March 2019  
Item No. 6

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**REPORT AUTHOR:** DEPUTY CHIEF FIRE OFFICER

**SUBJECT:** SERVICE DELIVERY PROGRAMME AND PROJECT REPORT  
QUARTER THREE 2018/19 (F/Y April 2018 to March 2019)

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**Background Papers:** Previous Service Delivery Programme Quarterly Reports

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Implications (tick ✓):

LEGAL			FINANCIAL	✓
HUMAN RESOURCES		✓	EQUALITY IMPACT	✓
ENVIRONMENTAL		✓	POLICY	✓
CORPORATE RISK	Known	✓	CORE BRIEF	
	New		OTHER (please specify)	

*Any implications affecting this report are noted at the end of the report.*

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**PURPOSE:**

To provide the Service Delivery Policy and Challenge Group with a report for 2018/19 Quarter three, detailing the progress and status of the Service Delivery Programme and Projects to date.

## RECOMMENDATION:

Members acknowledge the progress made on the Service Delivery Programmes and Performance and consider any issues arising.

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### 1. Programmes and Projects 2018/19

- 1.1 Projects contained in this report have been reviewed and endorsed in February 2018 by the Authority's Policy and Challenge Groups as part of their involvement in the annual process of reviewing the rolling four-year programme of projects for their respective areas in order to update the CRMP in line with the Authority's planning cycle.
- 1.2 The review of the current programme of strategic projects falling within the scope of the Service Delivery Policy and Challenge Group has confirmed that:
  - The **Fleet Asset Management System Project** is reported under Business Systems Improvement (Corporate Services) but also included here for information;
  - All existing projects continue to meet the criteria for inclusion within the strategic improvement programme;
  - All existing projects remain broadly on track to deliver their outcomes within target timescales and resourcing, apart from Co-Responding which is still subject to ongoing national negotiations and delays;
  - Are within the medium-term strategic assessment for Service Delivery areas; and
  - The current programme is capable of incorporating, under one or more existing projects, all anticipated additional strategic improvement initiatives relating to Service Delivery over the next three years.
- 1.3 Full account of the financial implications of the Service Delivery Programme for 2018/19 to 2021/22 has been taken within the proposed 2018/19 Budget and Medium-Term Financial Plan, as presented to the Authority for agreement in February 2018.
- 1.4 Other points of note and changes for the year include the following:
  - The **Replacement MDT Project** has been renamed to the **Replacement MDT Aggregation Project** as the scope has changed to cover national aggregated procurement of a universal MDT.

- 1.5 The Corporate Management Team monitors progress of the Strategic Projects monthly. The Strategic Programme Board now review the Programme quarterly, with the next Programme Board review scheduled on 24 May 2019.
- 1.6 Appendix A gives a summary of status to date on the projects in Service Delivery. The status of each project is noted using the following key:

Colour Code	Status
GREEN	No issues. On course to meet targets.
AMBER	Some issues. May not meet targets.
RED	Significant issues. Will fall outside agreed targets. Requires Programme Board intervention

## **2. Programme and Projects Summary and Exception Reports Q3 – 2018/19**

### 2.1 Change of reporting:

- The **Co-Responding Project** remains on status Red. There is no change from the last report as the current trials remain on hold and are subject to the ongoing national negotiations. This is outside local control. This project will no longer be reported.
- The **Intelligence-Led Response** is deferred until further notice, and will no longer be reported.

### 2.2 There are currently two projects within Service Delivery in Exception status. These are as follows:

- The **Emergency Services Mobile Communications Programme (ESMCP)** remains on Amber as a timeline for delivery regionally is still under discussion, and it is still unclear how the programme and associated projects reporting is to be handled by the Home Office.
- The **Replacement MDT Aggregation Project** is Amber due to slippage in the original proposed timelines caused by the level of market interest generated by the RFI, and the complexities of gaining consortium approval to the technical specifications for a universal MDT.

SERVICE DELIVERY PROGRAMME REPORT

APPENDIX A

Project Description	Performance Status	Comments
<p><b>2018 Replacement Mobilising</b></p> <p><b>Aim:</b> To deliver a new mobilising system that is ESMCP compliant.</p>	<p><b>Green</b></p>	<p><b>06 February 2019: 2018 Replacement Mobilising System Project (RMP)</b></p> <p>The RMP is rated as Green and is still on track and expected to deliver as expected.</p> <p>During the last period BFRS and CFRS have made significant progress on the procurement documentation, including the Contract and the Inter Authority Agreement, with the intention to go out to market before the end of the financial year. Following this the tender submissions will undergo a shortlisting process to identify a suitable supplier.</p>
<p><b>Fleet Asset Management System</b></p> <p><b>Aim:</b> To implement a cloud-based Fleet Asset tracking system to manage fleet assets from purchase to end of life</p>	<p><b>Green</b></p>	<p><b>30 January 2019: Fleet Asset Management System</b></p> <p>The Fleet Asset Management Project is currently Green status though it has slipped slightly behind schedule due to additional technical due diligence requirements. This was to confirm that the correct middleware is part of the additional cross over package which allows the new cloud based system to integrate with the server based programs such as Great Plains and Requisition Manager. On 08/02/2019 it was concluded there were no technical issues to prevent procurement, therefore, procurement can now proceed.</p>

Project Description	Performance Status	Comments
<p><b>Collaborative Working</b></p> <p><b>Aim:</b> Exploring opportunities for collaborative working with other agencies</p>	<p><b>Green</b></p>	<p><b>30 January 2019: Collaborative Working</b></p> <p>The status of the project overall is Green.</p> <p><b>Estates</b></p> <p><b>Shared Headquarters:</b> Discussions are in progress to explore shared accommodation with a specific use which serves more practical purposes and offers direct improvement to front line services or training.</p> <p><b>Unmanned aerial vehicle (UAV):</b> Based at Potton Station, Work is underway to ensure compliance with legal and Civilian Aircraft Authority regulations.</p> <p><b>Red Routes:</b> A 6 months trial began on October 1st and Fire vehicles as a deterrent after incidents are returning to base through routes identified by Police as Burglary hotspots. Police will evaluate in April 2019.</p> <p><b>Blue Light Collaboration:</b> The newly formed Blue Light Collaboration Delivery Group (CDG) which is the tactical arm of the superior Blue Light Collaboration Strategic Board met for first time in November. At that meeting individual workstreams have seen project leaders nominated who will take responsibility for routine reporting to the group. A second Collaboration Conference is planned for February 18th at Police Headquarters. The theme of the conference is “Community Risk Management”.</p> <p><b>Joint vehicle workshops:</b> The feasibility of shared space for vehicle workshops is being explored with Police and Ambulance.</p> <p><b>Driver training:</b> The feasibility of Police and BFRS alleviating operational pressures of Police through closer working on driver training is being explored.</p>

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Project Description	Performance Status	Comments
<b>Collaborative Working, Cont.....</b>	<b>Green</b>	<p><b>Motor cycle training:</b> There is currently a training programme underway to establish motorcycle trainers who can potentially offer training to Other Blue Light services including Blood Bike charity. This would be under license from College of Policing.</p> <p><b>What3words:</b> A new mobile App is being introduced into response processes and to supplement traditional response. The App is able to pinpoint any 3m x 3m area anywhere in the world by converting coordinates into a unique 3 word combination allocated to every square in the global grid. There is to be a publicity campaign to the public to increase the number of users. The App is available on every Appliance.</p> <p><b>Control room communications:</b> A report to the CDG is being prepared to detail what inter-control room communications currently exist. This is being done with a view to explore how this might be increased and expanded.</p> <p><b>Joint training:</b> A report to CDG is being prepared which details what training or use of training facilities currently exists. This is being done so that options for better use of estate, Trainers, Courses and equipment can be shared and better utilised to increase efficiency, frequency and uptake.</p> <p><b>NHS Services:</b> There are advanced discussions underway regarding an expansion of the Home Safety Adviser Service to introduce a Dementia Specific Service under contract to Bedford Clinical Commissioning Group (CCG). A one year Pilot will be evaluated in advance of considering expanding the service to be countywide across 3 CCGs. The service will be populated by referrals made directly from four Support organisation Partners.</p> <p><b>Local Authorities:</b> There are advanced discussions on achieving direct referrals from Local Authorities for Safe and Well visits. The Authorities will use BFRS priority Groups as the basis for referral. A Pilot has been agreed with Dunstable Fire Station for up to 40 referrals per month. This should increase the ratio of successful entries to aborted visits that current arrangements produce.</p> <p><b>BFRS Website:</b> A new Partnership page is in production detailing our current relationships and their purpose.</p>

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<p><b>Emergency Services Mobile Communications Programme (ESMCP)</b></p> <p><b>Aim:</b> 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.</p>	<p><b>Amber</b></p>	<p><b>30 January 2019: Emergency Services Mobile Communications Programme (ESMCP)</b></p> <p>The ESMCP Project status remains on Amber as a timeline for delivery regionally is still under discussion. The focus continues to be on Coverage, with BFRS representatives attending regional Coverage meetings. Following the last regional meeting on 5th December it was agreed that BFRS would meet with the local Police team to discuss collaborative coverage testing. The first joint meeting took place on 28 January 2019, attended by SCs Auger and Pekszyk, at which the Assure products and the Police approach to coverage testing were discussed. Key points are as follows:</p> <ul style="list-style-type: none"> <li>• Police favour the assure 2.0 due to the PTT function, and are planning to hand out 10 Assure devices in squad cars across the county</li> <li>• Police have already done a significant amount of GNET tracker testing (heat maps of Beds, Herts and Cambs), and have agreed to provide us with these as a good indicator of weak signal areas</li> <li>• Police are working on a March delivery of the devices with assure 2.0 and request we complement their testing by;               <ul style="list-style-type: none"> <li>o Testing all of our estate;</li> <li>o Helping access and test COL's. BFRS already hold contact information for responsible people at most COL's.</li> </ul> </li> </ul> <p>A further meeting will be required to divide up the sites and agree what test is required i.e. inside of the building, in any service tunnels or similar. It was agreed that, due to licencing from EE, it would be problematic for the Police to take BFRS assure 2.0 devices and probably not assist them greatly. A gap closure plan will be created to manage any unexpected issues arising.</p>

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Project Description	Performance Status	Comments
	<b>Amber</b>	<p><b>30 January 2019: Emergency Services Mobile Communications Programme (ESMCP), Cont....</b></p> <p>At a national level, in order to meet the accreditor's security requirements, a significant amount of work needs to be done to the servers that are in use to support Assure 1.0. No formal announcement has yet been made but it is expected to delay rollout by a number of weeks, which may have a knock on effect on the rollout of Assure 2, and thereby the coverage testing timelines.</p> <p>The Service continues to send representatives to regional meetings to ensure that we are up to date with the latest news from the Home Office.</p>
<p><b>PPE (Bristol)</b></p> <p><b>Aim:</b> To replace the current supplier Ballyclare with a consortium supplier Bristol</p>	<b>Green</b>	<p><b>30 January 2019: PPE Bristol</b></p> <p>The PPE Bristol Project status is Green. The project is now in the final stages of implementation. The sizing programme is going well with 82% of the Service measured on the first round. 6 additional mop-up dates are now being programmed, and the project is on target for the 3rd May 2019 change over. Once this is complete a Project Closure and Benefits Handover report will be prepared and submitted to the Programme Board.</p>



Project Description	Performance Status	Comments
<p><b>Replacement MDT Project</b></p> <p><b>Aim:</b> To replace the out of support MDT equipment with ESN compliant hardware and software</p>	<p><b>Amber</b></p>	<p><b>05 February 2019: Replacement Risk Information MDT Project</b></p> <p><b>Aim:</b> To replace the out of support Risk Information MDT equipment with ESN compliant hardware</p> <p>This project has been renamed <b>Replacement MDT Aggregation Project</b> as its original purpose to procure Risk Information MDTs for BFRS has been changed to that of a national procurement project for universal MDTs purchased through an aggregation arrangement. This is a significant project for BFRS due to the prominence of taking the lead on national collaboration around aggregated procurement, and the considerable cost savings that can be gained.</p> <p>BFRS is collaborating with Kent FRS and Lincolnshire FRS on the basis of an Inter-Authority Agreement (IAA), regulating the relationship, obligations and responsibilities of the three (3) partners during procurement. Northern Ireland, County Durham and Darlington, and Cleveland FRSs are participating in the aggregation. Crown Commercial Service (CCS) is providing support to BFRS for the preparation and management of the procurement process until successful contract award and signature. Bevan Brittan has been appointed as the legal advisors to the project.</p> <p>The project status is Amber due to slippage in the original proposed timelines caused by:</p> <ul style="list-style-type: none"> <li>a) The complexities of gaining collaborative agreement for critical documents (legal agreements and technical specifications); and</li> <li>b) The high level of market interest in response to a Request for Information (RFI) / Market Engagement document, which led to some changes in the overall procurement strategy.</li> </ul>

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Project Description	Performance Status	Comments
	<p><b>Amber</b></p>	<p><b>05 February 2019: Replacement Risk Information MDT Project, cont.....</b></p> <p>Prior to Tender release, each FRS will sign a Memorandum of Understanding (MOU) with CCS to formally commit to the aggregation procurement process. Upon completion, each FRS will enter into an individually managed call-off contract with the winning Supplier for an initial period of three (3) years, with the possibility to extend for two (2) further twelve (12) month periods.</p> <p>The MDT Technical Specification has now been agreed with Kent and Lincolnshire subject to their formal approval process. The Inter-Authority Agreement has been reviewed and agreed with CCS, and issued to Kent and Lincolnshire for approval. CCS will release the Tender documents in the week commencing 4<sup>th</sup> March 2019, subject to completion of outstanding tasks (approval of Tender documents and the MOU, clarifying and finalising installation arrangements).</p> <p>The BFRS Procurement Manager is providing regular updates to CCS, who has been provided with copies of project documentation.</p>

Project Description	Performance Status	Comments
<p><b>Retained Duty System Improvement Project (RDSIP)</b></p> <p><b>Aim:</b> To deliver improvements to the effectiveness, efficiency and economy of the operation of the Retained Duty System within BFRS.</p>	<p><b>Green</b></p>	<p><b>04 February 2019: Retained Duty System Improvement Project (RDSIP)</b></p> <p>The RAG status for this project is Green (Unchanged from the last report).</p> <p><b>Availability module:</b> The Service continues to work with the Gartan (software provider) in order to enhance the reporting capabilities and monitoring of contracts for RDS personnel. Work has been requested to enable a feature for individuals to indicate that they are responding to fire calls via the mobile App, further enhancing the response on the stations and aiding individuals in rostering the responding crews.</p> <p><b>Phased Alert:</b> Gartan have produced the work flow process for phase alerting and this has been approved by the Service, it is scheduled for implementation within quarter one of 2019.</p> <p><b>Payroll:</b> Phase 2 average earning payments and annual leave payment has been configured with the Gartan Payroll Manager, the Service continues to liaise with Gartan in overseeing the implementation. The new pay scales were successfully applied to the system in November and back pay calculated for individuals at the correct rate. Work has been requested to amend the pay file to output individuals' earnings in time values, in addition to the pay rates earned. This element of the project is now being overseen by the Payroll Manager.</p> <p>Internal audits have been conducted at 4 stations and further station audits have been programmed over the next few months. As a result of the audits the Service will be producing a report detailing all findings to ensure that all stations use a consistent approach to recording pay claims.</p>

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Project Description	Performance Status	Comments
<p><b>Retained Duty System Improvement Project (RDSIP), Cont.....</b></p>	<p><b>Green</b></p>	<p><b>04 February 2019: Retained Duty System Improvement Project (RDSIP), Cont....</b></p> <p><b>Service Policies:</b> A presentation of the changes to the RDS system has been delivered to CMT resulting in full approval being given by members of CMT to proceed with formal negotiations on the RDS improvements. Formal negotiations have now started with the representative bodies along with production of an RDS handbook.</p>

Project Description	Performance Status	Comments
<p><b>Wholetime Duty Management System</b></p> <p><b>Aim:</b> To procure and implement a replacement wholetime duty management system which enables effective and efficient management of operational crewing and supports flexible ways of working.</p>	<p><b>Green</b></p>	<p><b>04 February 2019: Wholetime Duty Management System (Rota Replacement):</b></p> <p>The project status remains Green (unchanged from last report). The project governance framework documents and Project PID have now been completed and approved by the Project Board.</p> <p>Formal contract has now been awarded to Gartan Technologies and the project team has produced the finalised pre configuration documents and these have been returned to Gartan. The project team continues to liaise with Gartan to ensure that the system is configured correctly and to the requirements of the Service. During the build time for the system (approx. 25 weeks) the Service will take part weekly conference calls with Gartan to address any issues and confirm details.</p> <p>After consultation with HICT and the Project Board, a decision has been undertaken to take a phased approach to system implementation; phase 1 ensuring the system is configured and introduced within the Service before phase 2 – full integration with existing systems.</p> <p>Gartan have confirmed that the Service will be provided with software version 5.3 and eventually moving onto version 5.4 once this has been released by Gartan for the UK Services. Gartan have advised the project team that version 5.4 is now delayed with a new release date of quarter 1 (2020) as opposed to August 2019.</p> <p>The project team has produced a work flow process diagram to ensure that all existing processes utilising MIS are included within the new roster software.</p>