Bedfordshire Fire and Rescue Authority
Q2 Programme & Projects Report

DCFO Hopkinson
21 October 2020

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BFRS Projects RAG Status Summary Q2 2020/21

- Below is an overall summary of the BFRS projects RAG status, which indicates that the majority of the active projects are on track to deliver the set objectives on time against latest plans

- The exception reports for projects with Amber and Red status are presented later in the pack
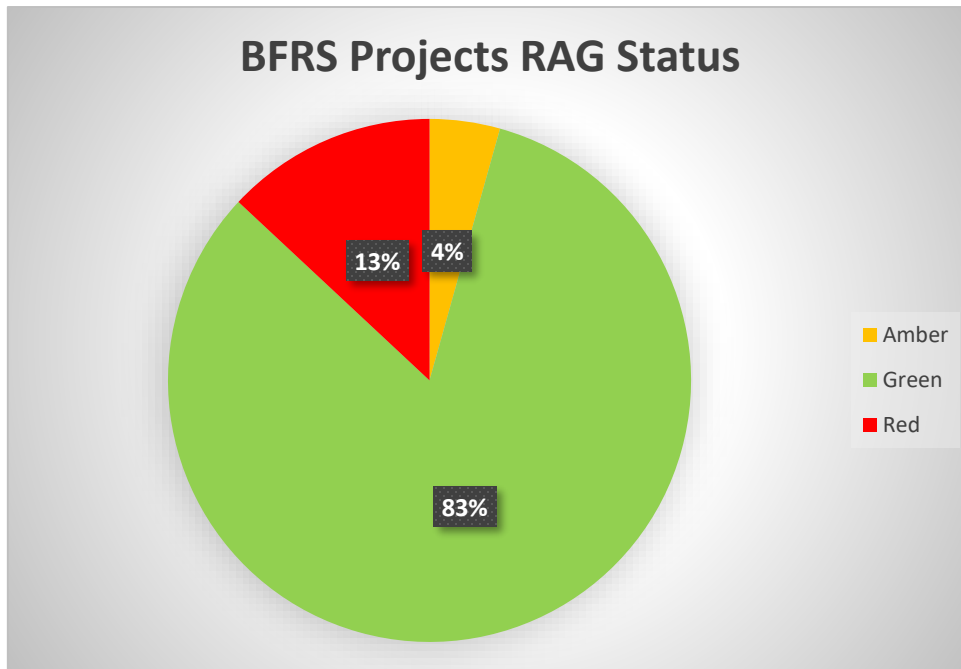
RAG Status	Count of RAG Status
Amber	1
Green	19
Red	3
Grand Total	23

BFRS Projects RAG Status

- Amber 4%
- Green 83%
- Red 13%

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Level 1 Overview
of Active Projects

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Active Projects

Strategic Aim	Project Name	Description	In CRMP Plan	Business Outcomes (The So What?)	RAG Status
Preventing	Safe & Well Prevention Replacement	The development and rollout of a replacement database application for managing and recording our Safe and Well community activities, including partner referrals.	Y	• 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 • 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	Green
Protecting	Infographics FloSuite Fire Safety Protection Replacement MIS	Deliver and utilise a Fire Safety replacement management information system.	Y	The rollout of this new system started in 2019 and will help us better target our inspections of buildings most at risk from fire and ensure we are doing the right thing, using the right people and resources, provided in the right place and at the right time to help make Bedfordshire safer.	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.	Y	Many of our fire stations rely on on-call firefighters to crew fire appliances. Like many fire services, recruiting and retaining on-call firefighters is a real challenge so we are seeking new and sustainable ways to overcome these challenges. Improvements within scope include: • Implementation of a new RDS Management System; • Replacement of RDS alerters software and infrastructure; • Revision of recruitment processes; • Utilisation of day duty watch commanders on RDS appliances; • Phased Alerting; • Review of current T&Cs, contracts and performance levels; • Review response modelling; • Introduction of agile crewing; • Evaluation of station recruitment footprints.	Green

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Active Projects

Strategic Aim	Project Name	Description	In CRMP Plan	Business Outcomes (The So What?)	RAG Status
Responding	Replacement MDT Project - Phase 2 (Implementation)	To procure & implement replacement mobile data terminals (MDT) on front line fire appliances & specialist vehicles.	Y	Our fire appliances MDTs (mobile computers) give our firefighters access to risk critical information about buildings, chemical hazards, vehicle construction, water supplies and location mapping in our and neighbouring counties. Purchasing the latest MDTs will enhance our response capabilities, improve firefighter safety and reduce reliance on paper based systems.	Amber
Responding	Replacement Mobilising Project (RMP) ICCS & Mobilising System	To procure & implement a replacement mobilising system and associated systems.	Y	Investing in the latest technology will improve our ability to respond effectively to emergencies and greatly enhance resilience.	Green
Responding	Station End Equipment	To procure & implement replacement station end equipment used to alert and mobilise fire appliances.	N	The legacy station end equipment (turnout sounders, tannoy & printers, alerter base stations) is reaching end of life and investing in replacement kit will ensure compatibility with the replacement mobilising system and ensure the equipment is resilient, fully supported and GD 92/ESN compliant. Equipment.	Green
Responding	New IRS 'middleware' system	Procure & implement a cloud based middleware system between the mobilising system & the Home Office Incident Recording System.	N	Data on the incidents attended by BFRS is currently input directly into the Home Office Incident Recording System (IRS) which is clunky and limited in functionality. Investing in this 'middleware' solution will enable crews to input the data required via MDTs on fire appliances, improve the user experience and capture a broader range of incident data including photos and other files. It will also help improve how we quality assure the inputted data before onward transmission to the Home Office.	Red
Responding	Replacement MDT Project - Phase 3 (MDT2 additional usage)	Phase 3 seeks to expand the range of applications available on the MDTs.	Y	Our fire appliances MDTs (mobile computers) give our firefighters access to risk critical information about buildings, chemical hazards, vehicle construction, water supplies and location mapping in our and neighbouring counties. Having invested in & rolled out the latest MDTs (Phase 1 & 2), Phase 3 seeks to exploit their capabilities, supporting our efforts to help empower staff by providing a more flexible, collaborative and mobile working environment on our fire appliances and reducing reliance on paper based systems.	Green

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Active Projects

Strategic Aim	Project Name	Description	In CRMP Plan	Business Outcomes (The So What?)	RAG Status
Responding	Whole-Time Duty Management System (Rota Replacement) [Gartan]	Procure & implement a replacement shift/roster system for wholetime staff.	N	Expanding the capability of the existing Gartan system for our Retained/On-Call staff will make it easier for wholetime staff and managers to manage shift/rosters, reducing bureaucracy, enhancing interoperability between software systems and automating processes such as overtime pay claims.	Green
Responding	Command Support Review	The project will deliver the ICT technical work to become ESN compliant.	Y	The Incident Command Unit was purchased circa 2013 and whilst the vehicle is still serviceable, the ICT hardware & software technology within it has reached end of life. This project will deliver the latest command support capabilities to improve the effectiveness of our emergency response, support interoperability with other emergency services, ensure the technology is ready and compliant for the new Emergency Services Netwrok (ESN) and enhance cyber resilience and GDPR compliance. For example, key capabilities will including enabling live video streaming from the ICU using drones, fixed cameras and body worn video.	Green
Empowering	Training Centre Course Management System (CMS) & PDR Pro Upgrade	To procure & implement the Course Management Module of the PDR Pro competency management system from v3 to v5.	Y	The CMS module will replace the legacy, out of support, MIS application and reduce reliance on paper-based systems. Upgrading the core PDRPro system to the latest version will also enhance the functionality of the system.	Green
Empowering	iTrent HR/Payroll System - Survey Builder Workstream	Enables the creation, distribution and analysis of staff surveys using the iTrent HR system.	Y	By exploiting the iTrent HR system to digitise and automate our staff surveys, exit interviews and other staff engagement methods, we will reduce the manual processing involved and enhance the analysis of data captured.	Green
Empowering	iTrent HR/Payroll System and Services - Web Recruitment - Control and Retained Workstream	To configure and implement an online Web Recruitment tool for Control and On-Call/Retained staff.	Y	By exploiting the iTrent HR system to digitise and automate elements of how we recruit our Control and On-Call/Retained staff, we will reduce the manual processing involved and enhance the analysis of data captured.	Green

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Active Projects

Strategic Aim	Project Name	Description	In CRMP Plan	Business Outcomes (The So What?)	RAG Status
Empowering	iTrent Performance Management - Appraisals Workstream	To configure and rollout the iTrent system for staff appraisals.	Y	By exploiting the iTrent HR system to digitise and automate elements of our appraisals process for all staff, we will reduce the manual processing involved and enhance the analysis of data captured.	Green
Empowering	iTrent HR/Payroll System - Onboarding Workstream	To configure & rollout the iTrent Onboarding module for inducting new employees.	N	The onboarding module will improve how we induct new employees so they acquire the necessary knowledge, skills, and behaviours in order to become effective organisational staff members.	Green
Utilising	Corporate & Workwear Contract renewal	This project will deliver a new contract for the provision of station, corporate and special event wear (not PPE) due to expire in 2021.	N	The current contract for Station Wear, Corporate Wear and Associated Services reaching the end of its life and a new supplier and mulit-year contract is needed post 2021.	Green
Utilising	Fleet Asset Management System Project	To procure & implement: • a replacement fleet management system, and; • a replacement asset management system for tracking, testing and maintaining operational equipment assets.	Y	This will greatly enhance our ability to track, test and maintain our vehicles and equipment and inform our future procurement decisions. The fleet management module will replace the legacy, out of support, MIS application and reduce reliance on current paper-based systems.	Red

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Active Projects

Strategic Aim	Project Name	Description	In CRMP Plan	Business Outcomes (The So What?)	RAG Status
Maximising	Corporate KPI Data Hub	To develop an interactive dashboard of Key Performance Indicators (KPI) for the Corporate and Enabling functions of the Service. This complements the KPI Dashboard for Service Delivery delivered in 2019/20.	Y	Aligned to the 6 CRMP aims (Preventing, Protecting, Responding, Maximising, Utilising, Empowering), the KPI Dashboard will give staff at all levels ready access to performance data across both Service Delivery and Corporate/Enabling functions. Giving staff better access to data and information will broaden their insight into the risks we face and how we are performing and supports our efforts to empower our staff to take greater ownership for delivering performance improvements at both the strategic and local levels.	Green
Maximising	MS SharePoint Upgrade, Azure Active Directory and MS Office 365 Project	To rollout and embed the latest suite of Microsoft Office 365 applications and migrate our on-premise SharePoint system to a cloud-based version.	Y	A core component of our digital transformation programme that will help empower staff by providing a more flexible, collaborative and mobile working environment and providing a resilient and secure IT infrastructure. Key improvements include: • Reducing the paper and bureaucracy in existence by enabling the creation of electronic forms; • Improve electronic document management and storage; • Using work flows to automate current manual business processes; • Improve collaborative working on files, documents, reports etc; • Transforming the staff intranet system, improving communication and ready access to files and information; • Greatly enhancing support for mobile and home working.	Green
Maximising	Virtual Desktop Infrastructure (VDI) Xen Desktop Upgrade Project , including Win 10 and Office 2016 rollout.	Delivery of an upgrade to our Virtual Desktop Infrastructure (VDI) to the Xen Desktop system.	N	The legacy VDI infrastructure is becoming outdated and upgrading to XEN Desktop enables the rollout of Windows 10 & MS Office 365.	Red
Maximising	ESN Emergency Services Mobile Communications Programme (ESMCP) Project	To support the national development and rollout of the Emergency Services Network as a replacement for the Airwave emergency services radio system.	Y	A national project, led by the Home Office and NFCC, the ESMCP project will see the implementation of the ESN across all emergency services as a direct replacement of the current Airwave radio system that is reaching the end of its contracted lifespan.	Green

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Active Projects

Strategic Aim	Project Name	Description	In CRMP Plan	Business Outcomes (The So What?)	RAG Status
Maximising	Risk and Workload Modeller Tools and Data Segmentation Procurement and Implementation	To procure and implement a GIS system and associated risk/workload modellers and web mapping tools.	Y	Investing in a Geographical Information System (GIS) and associated applications will further strengthen our data insight and analysis capabilities. Expanding our risk analysis/social profiling capabilities will improve how we target the most vulnerable & help reduce risk in our communities. More effective evaluation will help us evidence the impact we are having and help us improve our work to reduce risk and keep people safe. The tools also enable 'in-house' modelling of potential emergency fire cover options as part of our efforts to improve the efficiency and effectiveness of our emergency response. This project also builds upon the work undertaken in 2019/20 to empower our staff to take greater ownership for delivering performance improvements at a local level by giving them better access to data and information to broaden their insight into the risks we face and how we are performing.	Green

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Level 2 view of Projects by Exception

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Exceptions Reporting

Reporting Period	Q2 2020/21	Project Title	MDT Phase 2	CMT Owner	Paul Hughes	Overall Project Status	Amber
Project Objectives	• Install new MDT's to front and rear off appliances • Upgrade software to in support version of Airbus. • Ensure system updates can be completed remotely where possible			**Strategic Aim & CRMP Alignment**	**Responding:** **Invest and rollout new Mobile Data Terminals(MDTs) to all our fire appliances**		

Status Update		Key Milestones	Milestone Status & Due Date
MDT progress has been slowed due to Covid-19 lockdown causing the original roll out to be halted and then started again once measure were eased. Shortly after the appliance MDT's installation was completed a large number of faults started to be reported. This included faults with mobilisation message not appearing on the MDT's and also status changes failing. The cause of the fault is due to the bandwidth or signal of the radio which has been confirmed with the investigations to date. To mitigate against this the time out period has been extended on the message and also once on the Mobilisation message adjusted as it was duplicating information increasing the size of message. In addition to this some retained stations had the Radio locked which would stop all message getting to the MDT. Further testing has confirmed that when the radio is in use for any form of voice traffic the bandwidth is significantly reduced and cause the messages to take longer or fail. Approximately 70% of failures happen when the appliance is on station. Currently an escalation has gone in to Essex fire service to enlist the adjustments required to the gateway to allow for Wi-Fi mobilisation Once issues have been resolved acceptance in to service will be completed.		Create Gold image for MDT	Complete
		Upgrade from VMDS to SC	Complete
		Install new map's	Complete
		Install all MDT@s on appliances	Complete
		Issue support staff with MDT's as per roll out	16/07/20
		Agree acceptance into service	24/08/20

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Exceptions Reporting

Reporting Period	Q2 2020/21	Project Title	Fleet Asset Management System Project	CMT Owner	Darren Cook	Overall Project Status	Red
Project Objectives	• 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.			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 progress has been prevented due Covid-19 lockdown and issues with the tablets connectivity and software updates. Solution option is being investigated. 4G portable routers will be procured to ensure connectivity is available where necessary. Once the tablets and scanners issues have been resolved, train the trainer and end users training will commence. The trial period (3 months parallel run with MIS) will start afterwards. Delivery plan work breakdown structure created for the residual activities. The delivery dates are being established. The Assets Workstream is making good progress but is experiencing similar software updates issues with the zebra scanners. The project delivery plan for this workstream has been created and the delivery is being tracked to the plan.		All parts and vehicles logged on system	**Complete**
		Great Pains Integration built	**Complete**
		Tablets and scanners tested	**31/03/2020**
		End Users training complete (fleet)	**TBC**
		Fleet parallel run complete	**TBC**
		Asset Management Rollout Complete	**TBC**

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Exceptions Reporting

Reporting Period	Q2 2020/21	Project Title	**Virtual Desktop Infrastructure (VDI) Xen Desktop Upgrade Project , including Win 10 and Office 2016 rollout.**	CMT Owner	Paul Hughes	Overall Project Status	**Red**
Project Objectives		• XEN Desktop rollout • Windows 7 upgrade to Windows 10 and Office 2016 rollout		Strategic Aim & CRMP Alignment		**Maximising**	

Status Update	Key Milestones	Milestone Status & Due Date
The installation of VDI and Xen Desktop is a long running project largely completed by ICT across both Cambridgeshire and Bedfordshire FRSs. Xen desktop has already been installed for some time for the majority of users, including the more secure WIN10 operating system and Office 2016. In fact the current M365 project is moving both of the latter onto even more up to date online versions. But this project is not considered completed due to a couple of legacy systems that cannot operate using WIN10 - Great Plains (used in Finance) and SharePoint 2007. Additionally Control is also still running on WIN7 possibly due to legacy systems as well as internal complexities. There are now projects underway that will upgrade two items to versions that are compatible with current WIN10. Once they are complete we can close this project as well and fully replace Windows 7. In the meantime ICT are developing a workaround solution that allows users to edit SharePoint documents in a virtual WIN7 environment.	XEN Desktop Rollout	**Complete**
	Completion of Great Plains Upgrade	**TBC**
	Completion of SharePoint Upgrade to point where editing can be Undertaken in Win10	**Q1 2021**
	Upgrade Control; liaise with M365 Migration Project and RMP Project	**TBC 2021**
	Upgrade of residual Great Plain and SharePoint Admin WIN7 users to WIN10	**TBC**

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Exceptions Reporting

Reporting Period	Q2 2020/21	Project Title	New IRS System	CMT Owner	Paul Hughes	Overall Project Status	Red
Project Objectives		Introduce a cloud based middleware solution to improve how BFRS captures and reports on IRS data.		Strategic Aim & CRMP Alignment		Responding	

Status Update		Key Milestones	Milestone Status & Due Date
The project to implement the 3TC IRS solution is dependent upon an upgrade to the Remsdaq mobilising system which is hosted by Essex FRS. They are upgrading their Remsdaq system first and that part of their project has suffered delays which have affected our project timescales.		Remsdaq Mobilising System Upgrade	**Was dues 1/10/2019, now predicted 31/11/20**
The project timescales are under review by Essex following an eight week delay to their transition. They are hoping to plan the Bedfordshire transition in before Christmas, but this is outside of our control, and we await their advice, which we hope to have an update on w/c 28/9.		3TC IRS Solution implementation	**Dec 2020**
We will then have to consider whether there is sufficient time to implement the Remsdaq upgrade and then implement the 3TC IRS solution before Christmas.			

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Any Questions?

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