

Scottish Fire and Rescue Service Command and Control Mobilising System - Action Plan Progress

Updated	Next Update	Committee Update (CC)
Oct-24	Feb-25	Nov-24

HMFSI Recommendation	Action Ref	Action Description	Action Owner	Due Date	Revised Due Date	Status	Progress Update Commentary	% Complete	Completion Date	RAG	Evidence
The system procurement process itself is expected to take around nine months. The Service considered different procurement route options and has opted for what it believes to be the most appropriate in light of the prevailing issues of desired timescale and risk of challenge. There is also the potential to use supplier pre-qualification within an existing Emergency Services command and control systems framework, to accelerate the procurement process.	3	Undertake a procurement process to secure a new Command and Control Mobilising System.	Project Lead	Apr-24	Jul-24	Complete	<p>24 June 2024: At the suppliers' request the clarification question deadline was extended which pushed out the New Mobilising System Invitation to Tender (ITT) closure date to 28/03/24. At closure, no bids were received. SFRS requested feedback from all suppliers who had registered an interest and has analysed their responses to adapt its approach. A revised procurement route (not available at the time of the initial invitation to tender) is being expedited. Based upon supplier feedback, implementation by the December 2025 deadline remains achievable for some suppliers. The previous contract notice has been closed, suppliers updated, and a new notice published. Contract of award is expected in July 2024 following a short procurement and evaluation period. A contingency option is being developed concurrently. This action has moved from green to amber due to the slip in timescales, however, work is progressing to complete by the July 2024 due date.</p> <p>28 October 2024: Following a non-compliant bid submission for its procurement, SFRS has used Regulation 33(1)(c) of the Public Contracts (Scotland) Regulations 2015 as an award route. A Voluntary Ex-Ante Transparency Notice (VEAT) was issued on 06 September 2024 with no legal challenge from the market at its close on 16 September 2024. SFRS sent its supplier award letter on 17 September 2024 with receipt confirmed by the supplier on 18 September 2024.</p> <p>This action has moved from amber to blue and is now complete.</p>	100%	Sep-24	Blue	<p>1) SFRS Board paper 'Overview of the options for a replacement Command and Control Mobilising System'</p> <p>2) CCS RM6259 Procurement documentation</p> <p>3) SFRS Board paper 'NMS procurement procedure'</p> <p>4) Full Business Case</p> <p>5) Letter of Award</p>
To accommodate network and telephony technological changes, replacement Command and Control Mobilising Systems (CCMS) system(s) should be in place by summer 2025. This is to allow a period of settling prior to the ISDN and ESN network changes towards the end of 2025.	1	Engage with potential suppliers to establish whether a target date of December 2025 for the implementation of a new CCMS in all three Operations Control rooms, is achievable and project plan accordingly.	Project Lead	Jun-23	N/A	Complete	<p>15 November 23: SFRS invited all suppliers on Crown Commercial Services (CCS) Framework RM6259 to its Supplier Information Day on 5 June 23. Suppliers were given a high level overview of SFRS's requirements and timelines and were asked a number of questions including feasibility to implement by December 2025, which they were requested to respond to by 16 June 23. SFRS received four supplier responses and confirmation that December 2025 implementation was achievable and that the best method was to Go Live with one Operations Control at a time but integrate as we go, meaning that any issues would be identified and resolved before moving on to and integrating the next. Thus achieving implementation and settling ahead of the December 25 deadline. This view was supported and endorsed by SFRS Technical Advisors Actica.</p>	100%	Jun-23	Complete	<p>1) SFRS Supplier Information Day PowerPoint presentation, 2) Supplier responses to Supplier Information Day questions.</p>
Having terminated the Systel contract, the SFRS is undertaking procurement afresh of a new CCMS system. The first stage of this is the appointment of a Client Advisor and this element is anticipated to be in place by February 2023.	2	Appointment of Technical Advisor.	Project Lead	Feb-23	N/A	Complete	<p>15 November 23: SFRS carried out a Quick Quote procurement process and appointed Independent Industry Expert Technical Advisors (Actica) on 8 February 2023.</p>	100%	Feb-23	Complete	<p>1) Actica letter of award of contract dated 08/02/2023</p>
The Service may source and implement 'off the shelf' replacement systems to improve stability and meet deadlines in the short term. This seems an obvious strategy given that the original desire to create a bespoke system may in part have had an influence on the supplier's ability to deliver. Systems may be introduced as stand-alone without interoperability between OCs. This may be viewed by some to discount one of the original drivers of improved resilience and efficiency by enabling interoperability between OCs. The long term solution may still be the provision of a single CCMS spanning across the three OCs achieved by the procurement and implementation of three separate CCMS systems to be provided by the same supplier and set up with the same configuration which may allow future interoperability.	4	Ensure that Project Objectives within the Project Brief reflect the need for a 'Commercial off the shelf' solution and one which has the ability to be integrated across more than one site.	Project Lead	Mar-23	N/A	Complete	<p>15 November 23: SFRS New Mobilising System (NMS) Project Brief captures the requirement to procure a Commercial off the shelf (CoTS) solution within its objectives. The Project Brief has been reviewed and approved by the NMS Project Board before subsequently progressing for approval through the required governance routes subsequently being signed off in February 2023.</p>	100%	Feb-23	Complete	<p>1) SFRS Supplier Information Day PowerPoint presentation, 2) Supplier responses to Supplier Information Day questions, 3) NMS Project Brief</p>

<p>There are thought to be a number of blue light services in the UK commencing procurement for CCMS at a similar time to the SFRS, and there may therefore be challenges in terms of supplier capacity to deliver.</p>	5	<p>Engage with National Fire Chiefs Council Procurement Hub to establish the number of other FRSs commencing procurement in 2023/24.</p>	Project Lead	Jun-23	N/A	Complete	<p>15 November 23: SFRS engaged with the National Fire Chiefs Council procurement hub initially at the Sector and Supplier event in December 2022, and then subsequently via a number of Teams meetings. This was further supplemented by SFRS engaging with other UK fire and rescue services in May 2023 who were out to procurement to gain insight and feedback, and through discussion and market insight from SFRS's appointed independent Technical Advisors (Actica). A SFRS Supplier Information Day was held in June 2023, and the responses following have all contributed to indicate that there is the desire to bid for SFRS's tender and the capacity to fulfil it.</p>	100%	Jun-23	Complete	<p>1) NFCC Procurement hub Teams meeting invites, 2) UK FRS's Teams meeting invites, 3) Supplier responses to Supplier Information Day questions</p>
<p>There has been significant turnover of personnel over the period of the Systel project. As an example, there have been five different Senior Responsible Officers and seven project managers. We think it important that the Service puts in place suitable project team members to drive the project forward and maintain focus.</p>	6	<p>Recruitment of a Project team consisting of professional Project Management roles along with Uniformed Subject Matter Experts.</p>	SRO	Apr-23	N/A	Complete	<p>15 November 23: The New Mobilising System (NMS) project was moved to Service Development on 09 January 2023 with ACO David Lockhart appointed as Senior Responsible Officer from that date. AC Derek Wilson, previously appointed Project Manager with Command and Control Futures Project moved across to become Project Lead for NMS from that date. Falling within Service Development the NMS Project sits within the Portfolio Office and benefits from the qualified and professional project management structure, guidance and support therein. The Senior Project Manager is a qualified and experienced project manager and was onboarded 16 April 2023. Uniformed Operations Control Subject Matter Experts include Group Commander Jill Barber, Station Commander Caroline Rennie, Watch Commander Elaine Baird and Crew Commander Sandra Crampsey.</p>	100%	Apr-23	Complete	<p>1) NMS Project location within Service Development, Portfolio Office, 2) NMS Project structure</p>