

Appendix 1 Type 3 (High) Projects

Project	Issues	Successes	Project Performance	
P105 General Data Protection Regulation (GDPR) Implementation Project Sponsor: M Warren PM: John Fagg Lead Member: N/A Completion date: May Phase 1 - May 2018 Phase 2 – May 2019 Overall Status: Green	Project continues to have significant resource implications & will impact across the whole organisation.	Further workshops held to assist departments in completing their Data Protection Impact Assessments (DPIAs). Working groups continuing to make progress. Looking to appoint an Information Governance officer. All 4 working groups continuing to make progress. RSM(UK) are conducting a GDPR Readiness audit the w/c 15 Jan 18.	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	Timescales very tight
P108 Replacement ICCS & Mobilising Solution Project Sponsor: Matthew Warren PM: Nicky Hoad Lead Member: Cllrs Jamil & McGuire Completion Date: TBC Overall status: In planning	Confirmation required as to whether ESMCP funding for upgrade can be used for procurement of new system	Initial Workshops held with Stakeholders. Positive engagement with Suffolk Fire & Rescue Service. Visits to other Services to view other systems and gain lessons learnt. Sharing of Specifications from other Services. Brief being presented to Programme Board. PIN Notice published to let market know of our intentions. Bidders Day scheduled.	Board	
			Team	Kick off Meeting booked for Jan
			Budget	TBC
			Risk	
			Controls	
			Timescales	

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Project	Issues	Successes	Project Performance	
P104 Implementation of Wholetime (W/T) Shift System Project Sponsor: Rick Hylton PM: Jon Anderson Lead Member: N/A Completion date: Phase 1 - Jan 18 Phase 2 - TBD Overall Status: Green	New appliances will not be in the county until end of Jan & end of Feb - contingency plans created. Vehicles assigned to stations for Roaming appliance duties & cascade will be BAU.	Shift System went live on 01/01/18. Roving pumps on the run. Few issues around MDT's & FS visits but these quickly resolved. Closing down the delivery side of the project – next phase maintenance.	Board	
			Team	
			Budget	In planning. Detailed monitoring ongoing with Finance.
			Risk	
			Controls	
			Timescales	
P073 Asset Management Software Project Sponsor: Matthew Warren Project Manager: Stuart Grey Lead Member: N/A Completion date: Options Appraisal/Business Case: October 2014 Finance model complete: Jan 2016 Stage 2 Fleet & Equipment Implementation: June	Minor issues around connectivity of tablet to scanner. Scanners can only be charged on the vehicle. Issues occurring need to be investigated & understood.	Installation of Docks has been completed. Training rolled out to all stations with the exception of Manea - Planned for 11 th Jan. BA rolled out quickly to align with the closure of the old database. Fleet servicing inspections all input into the database. Fleet gone live using the Miquet system for Servicing Job Cards.	Board	
			Team	
			Budget	
			Risk	Miquet have Andrew Smith as a potential single point of failure.

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Project	Issues	Successes	Project Performance	
2017 Dec 2017 for Op Appliances Stage 3 Property June 2018 TBC Stage 4 ICT Dec 2018 TBC Overall Status: Green			Timescales	Stage 2 implementation completed for Operational Appliances.
			Controls	
P084 Review of Reporting PM: Nicola Smith Project Sponsor: T Mirfin Lead Member: N/A Completion date: Gap Analysis Nov 2015 – complete Project re scoped March 2017 Stage 2 April 2018 Overall status: Green		Work is continuing to identify spreadsheet usage and review working processes to ensure that wherever possible, data is used from source. Awaiting final review work from Chris Meadowcroft & then all information will be collated to determine next steps. Interdependencies with CFRMIS & GDPR. Dashboard went live at end of Nov – good feedback received. Quarterly meetings using dashboards. Link established on Intranet for Performance Reporting. Waiting for Value for Money dashboard from Finance.	Board	
			Team	
			Budget	
			Risk	Challenging access to data sources is reducing but still being monitored.
			Controls	
			Timescales	

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Project	Issues	Successes	Project Performance	
P089 ESMCP (Emergency Services Mobile Communications Programme) PM: Emma Graham Project Sponsor: Matthew Warren CFRS migration to Emergency Services Network (ESN) commencing Q1-2018. TBC Status: Amber	<p>The updated Transition Schedule should be released In Spring 2018, once the "reset" of the programme, re-forecast of the schedule, and revision of the Full Business Case has taken place. However, services will not be Transitioning before 2020.</p>	<p>Longer timescales will allow Services to ensure they are as Transition Ready as possible prior to the commencement of Transition, and allows more of the pre-Transition work to be carried out by Delivery Teams rather than "in-house" resources.</p>	Board	
			Team	
	<p>As Airwave devices reach end-of-life, devices will need to be made good / replaced. The Home Office have been clear that ongoing costs relating to the Airwave network will be covered centrally, however, replacement of legacy devices is considered BAU and will not be funded.</p>	<p>There is still a body of work coming out of the Programme that User Organisations must undertake which is being managed by the Delivery Team.</p> <p>The delay also provides the opportunity to explore new ways of working for FRS which wasn't factored into original programme and to leverage data capabilities as part of "incremental transition".</p>	Budget	
			Risk	
			Controls	
			Timescales	Deviation Report will be drafted once formal notification of timescales is received from Home Office. New schedule expected early 2018.

Project	Issues	Successes	Project Performance	
P088 On Call Project Stage 2 PM: Gary Mitchley Project Sponsor: Rick Hylton Lead Member: Cllr Reynolds Completion Date: Stage 1 Feb 16 Stage 2: May 31st 2016 Stage 3: Alternative Appliances Jan-2018 Jan 2019 Alternative Crewing On call standby's March 2017 Complete with exception of additional SPA testing. Alternative Crewing W/T Secondary Contracts On Hold Status: Green	Alternative crewing models:- PM in consultation with Rep bodies to look at an agreement to utilise WT (wholetime) staff to crew On Call appliances if there isn't sufficient On Call staff to support On Call standbys.	Alternative Appliances – Order has been raised with Emergency One for three alternative appliances, Project Manager to visit EOne 10/11 th Jan to sign off chassis. Mini competition required for purchase of Edraulic RTC equipment as a trial. Aiming for the appliances to be on the run by late 2018. They will be located as 2 nd 'aways' at A21,B05 & B13. Alternative Crewing – formalised On Call standby process up & running. Work now being finalised prior to implementation of STEP process. Strategic stations - have been reviewed as part of the Integrated Risk Management Plan (IRMP) resulting in one change B12 Papworth has now been deemed a Strategic (IRMP) station in place of A28. All strategic (IRMP) stations will be reviewed on an annual basis.	Board	
			Team	
			Budget	
			Risk	
			Control	
			Timescales	

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Project	Issues	Successes	Project Performance	
P098 CPSN (Cambridgeshire Public Services Network) Project Sponsor: M Warren PM: John Fagg Lead Member: N/A Completion date: June 2019 (via VEAT Notice May 2017) Overall status: Amber		As part of the OJEU process Invitation to Submit Detailed Solution (ISDS) released on 5 Dec 17. Remaining 4 suppliers confirming that they will submit bids by closing date of 15 Jan 18. Evaluation of bids will then take place. Final Supplier will not be known until May when contract is awarded.	Board	
			Team	
			Budget	
			Risk	Collaboration / financial risk
			Controls	Currently reliant on CCC/LGSS for progress
P102 Unified Comms (Shared Service Project) Project Sponsor: M Warren / Z Evans PM: Sarah Newton Lead Member: N/A Completion Date: Sept 2018 Overall status: Green	The supplier came across some difficulties in setting up and configuring the backend infrastructure which lead to a redesign of some elements of the solution. Currently verifying the new design and expect to be recommencing work on the build this week.	An exception report will be submitted due to delays in stage 3, however overall project timescales are still achievable. The completion date for testing is now likely to be the end of Jan. After initial testing has passed we will be releasing IM & Presence to User Champions for piloting before releasing to all users. We will start testing and piloting of telephony at the same time in the Bedfordshire training department and in the ICT department.	Timescales	Tight timescales
			Board	
			Team	Team established for current stage
			Budget	
			Risk	
			Controls	
			Timescales	Stage 3 (pilot and testing) due to complete March 18 Deviation Report to be submitted.

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Project	Issues	Successes	Project Performance	
Huntingdon Property Consolidation Project Sponsor: M Warren PM: Stuart Grey. Lead Member: Completion Date: Options Appraisal/Business Case – Oct 2015 Approval of Concept Design 15/03/2016 Planning Permission Completion (Build) Overall status: ON HOLD		No update as the project is paused whilst alternative options are reviewed – being managed as a collaborative project with the Police.	Team	
			Board	
			Budget	
			Risk	
			Controls	
			Timescales	
Huntingdon Crewing Project PM: Jon Anderson Project Sponsor: Chris Strickland Completion Date: Oct 15 May 2016 FA Paper Oct 2016 FA Paper Status: To be closed.		Formed part of the W/T shift system negotiations. End project report being drafted – to be presented to March Board.	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	

Type 2 Projects

Project	Issues	Successes	Project Performance	
P101 CFMIS (Community Fire Risk Management Information System) Project Sponsor: Jøn Anderson-Tamsin Mirfin PM: Stuart Grey Lead Member: N/A Completion date: TBC Overall Status: Green	Delays have impacted the progress of this project these were due to availability of key operational staff.	Raymonda Todorova has carried out a number of business analysis workshops to identify all the issues with the system. Presentation to be developed to look at 'as is'/'to be' & Plan of Action. Dirty data not as substantial as originally thought. Need to review current contract.	Board	
			Team	Availability of Key people.
			Budget	Budget yet to be identified & agreed
			Risk	
			Controls	
			Timescales	
P100 Training Recording & Competency System (TRaCS) Project Sponsor: M-Møere AC Callum Faint PM: John Sherrington Lead Member: N/A Completion date: Options Appraisal/Business Case 01/04/2017 Stage 2: Completion Q4 2018 Overall Status: Green	No issues to report with TRaCs development - remaining aligned to the project timelines. Review of Training undertaken which identified a number of issues within IPDS. TRaCs will be able to sort out most of the issues identified.	Watch audiences and course-level groups set up. All users will be working inside their own groups with individuals who have line management responsibilities given the ability to see other groups. A specific group for operational line managers (W/Cs +) created. Work on phase-based groups underway. A third model has been implemented for Ops crews' CFS work. Models: Fire Engine model for skills /Context model for Incident/risk types / Community	Board	
			Team	
			Budget	
			Risk	
			Controls	Deviation Report completed by CF. On Programme Board Agenda.

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TRaCS cont.....		<p>and Conduct model for CFS & E&D work.</p> <p>A Portfolio of Evidence activity has been added to pages to allow learners to upload documents / form for evidence. Each document can be commented on by line manager and downloaded if a hard copy is required.</p> <p>Content covering theoretical learning outcomes that is currently being used in other parts of iLearn has been copied and migrated to relevant TRaCS pages.</p>	Timescales	
<p>Co-Responding</p> <p>Project Sponsor: Rick Hylton</p> <p>Project Manager: Simon Newton</p> <p>Lead Member: N/A</p> <p>Co-Responding Trial End</p> <p>Sep 2016 – Nov 2016</p> <p>Feb 2017 – Mar 2017</p> <p>May 2017 – End of July</p> <p>Nov 2017</p>	Continued uncertainty regarding pension cover for Co Responding (CR) activity.	<p>Continuing to Co-respond out of both Ramsey and March following the end of the national trials. Currently activity has reduced over last few months.</p> <p>Regional Board meeting restarted with EEAST, Essex and Herts (HFRS are looking to continue co-responding). MOU completed.</p> <p>Paper submitted to FA meeting 15th November for information.</p> <p>Next steps – meeting scheduled for 12/01 to discuss Options Appraisal & way forward.</p>	Board	
	Project Manager replaced due to secondment to HMICFRS.		Team	
	Still awaiting pay settlement		Budget	
			Risk	
			Control	
	Overall status: Green		Timescales	National trial supported until pay settlement announced.

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Project	Issues	Successes	Project Performance	
Use of Recording Devices & Governance Project Sponsor: Callum Faint PM : Trudi Wilson Lead Member: N/A Completion date: Phased Approach Phase 1 Policy /Guidelines 01/03/17 Complete Phase 2 Red Fleet 30/04/17—Jan 2018 Phase 3 Nov 17 Body cams/Drones—TBD Any Body Cam work will be as part of national trial. Overall status: Amber	The capacity of the current PM to continue to lead the project is being assessed due to being promoted to H&S Team Leader and acquiring new responsibilities.	Tender for CCTV on Red Fleet timescales extended – now closed. 4 submissions received. Submissions being evaluated 09/01/18.	Board	
	A Business Case for dash cams is required before a tender process can begin.		Team	
			Budget	Business Case required
			Risks	Potential for change of priorities within Service, and PM’s availability with the introduction of GDPR
			Controls	
			Timescales	Deviation report to be submitted once decisions made.

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Project	Issues	Successes	Project Performance	
P075 Review of Rescue Capability –This project closed Sept 2017. Only work stream progressing within this project is the Replacement IRU. PM: W Swales Project Sponsor: R Hylton Lead Member: N/A Completion Date:	Meetings scheduled to review Rescue Capability work & re-scope as a new project in Jan 2018.	Body & chassis on track in build stage & should be delivered into the Service Jan 2018. Decision required for vehicle name/tagline & branding to include Environment Agency. Only training familiarisation required so this will be delivered as soon as vehicle arrives. Vehicle on the run March 2018.	Board	
			Team	
			Budget	
			Risk	
			Controls	
P080 SQL(Sequel) Server Database Migration Project Project Sponsor: J Fagg Project Manager: D Reeson Lead Member: N/A Completion Date (new server environment): Sept 2015 Stage 2 Migration work Oct-2016-May-17 * Dec 2017. Overall status: Green		Oracle audit has confirmed our licencing is compliant. Remsdaq NX incident data copied to Oracle XE (free Version) for Suffolk's Operational viewing platform. All databases migrated to SQL with exception of IPDS which is also on Oracle XE. Project to be closed down. End Project report to be presented to Jan Programme Board.	Board	
			Team	
			Budget	
			Risk	
			Control	
			Timescales	
			Board	
			Team	
			Budget	
			Risk	
			Control	
			Timescales	

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Project	Issues	Successes	Project Performance	
P082 Mobile Data Terminals (MDT) Review Project Sponsor: Maurice Moore Project Manager: John Barlow Lead Member: Cllr S Bywater (was a Type 3 project) Completion date: 01/04/16 Sept 2016 31/05/17 15/12/17 22/12/17 Overall status: Green	<p>1-2 issues outstanding. Support methodology for MDTs needs to be confirmed, OSG to discuss with ICT.</p> <p>Imaging of the smaller devices on the Mercedes Sprinters remains outstanding.</p> <p>One Asset Management docking station requires completing as it was missed on initial installation process.</p> <p>SFRS experiencing delays due to resourcing, contract for software delayed until April 2018.</p> <p>Some minor snags – Feedback generally positive.</p>	<p>MDT installations complete.</p> <p>Now in in-life phase</p> <p>Final Board meeting 09/01/18. End Project Report presented to Jan Programme Board.</p>	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	
P107 Service Headquarters (SHQ) Improvement Project Project Sponsor: M Warren PM: Stuart Grey Lead Member: N/A		<p>Tender process carried out for decorating. Only one supplier sent quote.</p> <p>Light fittings identified and to be purchased by contractor.</p> <p>Business Case being prepared for</p>	Board	
			Team	
			Budget	No Budget agreed
			Risk	
			Controls	

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<p>Completion date: May2018 Overall status: Green</p>		<p>submission to Board. Clear out days very successful with 2 skip loads removed from site. One lorry load of furniture was donated to Emmaus (charity for the homeless). Report from space planner well received and has given us a lot of 'food for thought'. The plans and the report shown to staff with a series of consultations to gather thoughts and feedback. This is now being collated. Artelia have been asked to provide us with indicative costs for the works that were proposed by the space planner – broken down into distinct areas.</p>	<p>Timescales</p>	
<p>P106 Chatteris Fire Station Project Sponsor: M Moore Project Manager: Pete Jones Lead Member: N/A Completion date: Jun 2018 Overall status: Green</p>		<p>Planning application approved. Community engagement completed - No adverse comments. Tender Documents to be completed w/c 12th January. Site surveys – initial contact made with Virgin Media to request a quote. Date to be scheduled. ICT requirements / resources required - to be confirmed at January Team meeting.</p>	<p>Board Team Budget Risk Controls Timescales</p>	

Type 1 Projects

Project	Comment	Project Performance	
P099 Smartboard Replacement Project Sponsor: J Fagg Project Manager: Rudy Boddington Completion date: Dec 2017—Jan 2018 Overall Status: Green	Installations have been completed on nearly all stations. Cambourne to be completed on the 15 th of January. Installations have gone well and seem to be well received. Old equipment being collected up to one place for WEE collection in the coming weeks.	Board	
		Team	
		Budget	
		Risk	
		Controls	
		Timescales	Slight delay in finalising tender

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Projects on Hold

Project	Comment	Project Performance	
Gartan Flexible Duty System & Control PM: Steve Beaton Project Sponsor:	Project to be closed down End Project Report required –Programme Officer to talk to SB.	Board	
		Team	
		Budget	
		Risk	
		Controls	
		Timescales	
Chief Fire Officers Association (CFOA) Protective Marking Project Sponsor: C Faint Project Manager: D Taylor TBC Date for Recommendations: March 2016 Overall status: On Hold	Project on hold	Board	
		Team	
		Budget	
		Risk	
		Controls	
		Timescales	
ICT Assistive Technology Project Sponsor: John Fagg PM: Jodie Papworth Start Date June 2015 Completion Date: TBD Overall Status: On Hold	Project on Hold	Board	
		Team	
		Budget	£15k
		Risk	
		Controls	
		Timescales	

Glossary

Application virtualisation (APPV)
Cambridgeshire County Council CCC
Cambridgeshire Fire & Rescue Service (CFRS)
Cambridgeshire Public Services Network (CPSN)
Chief Officers Advisory Group (COAG)
Chief Fire Officers Association (CFOA)
Close Circuit TV (CCTV)
Combined Fire Control (CFC)
Community Fire Risk Management Information System (CFRMIS)
Comprehensive Spending Review (CSR)
Digital Network Service Provider (DSNP)
East of England Ambulance Service Trust (EEAST)
Emergency Services Mobile Communications Programme (ESMCP)
ESMCP Transition Manager – (ETM)
Emergency Services Network (ESN)
Fire & Rescue Service (FRS)
Fire Service Headquarters (SHQ)
General Data Protection Regulation (GDPR)
Heads of Groups (HofG)
Integrated Risk Management Plan (IRMP)
Local Government Shared Service (LGSS)
Memorandum of Understanding (MOU)
Mobile Data Terminals (MDT)
Official Journal of European Union (OJEU)
Project Manager (PM)
Road Traffic Collisions (RTC)
Sequel server (SQL)
Skype for Business (SfB)
Subject Access Request (SAR)
To be determined/confirmed (TBD/TBC)
Training Recording & Competency System (TRaCS)

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Voluntary Ex-Ante Transparency Notice (VEAT)

Virtual Desktop Infrastructure Project (VDI)

Whole-time (W/T)

Virgin Media Business (VMB)