

Business Development Programme Status Report

December 2020

Type 3 (High) Projects - Issues/impacts as a result of Coronavirus pandemic shown in red type.

Project	Issues	Successes	Project Performance	
P129 Property Collaboration Project Sponsor: Matthew Warren Project Manager: Amy Jackson Completion Date: Stage 1 Options Appraisal June 2021 Implementation TBD Overall Status: Green	<p>Original dates were unachievable – decision to slow down this work to ensure efficiencies can be obtained. Outputs following Options Appraisal will be incremental.</p>	<p>Project paused till the New Year – new timescales in place for different options to be taken to the Fire Authority June 2021. Update to Fire Authority in Dec 2020 to approve revised timescales. Project Brief to be amended – no deviation required.</p>	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	
P124 SharePoint & Microsoft 365 Migration Project Sponsor: Matthew Warren Project Manager: Stuart Grey Completion Date: Initial Migration June 20 All Migration - TBD Closure of DMS - Dec 2020 July 2022 Overall status: Amber	<p>Issues with the security levels of documents has prevented the migration moving forward in bulk. Tests are currently being carried out to see the effect on the HR library.</p> <p>DMS docs will be read only after migration, will not be closed down until July 2022</p>	<p>Sharepoint structure is being configured. Documents that currently have an 'all users' security setting will be migrated to Sharepoint. Tools should be available to assist with mass migrations. Details of 10 users have been sent to Clarity for them to produce a small sample migration of the HR Library so the People Team can carry out extensive testing of the security levels of the doc migrated.</p>	Board	
			Team	
			Budget	£100,000
			Risk	
			Controls	
			Timescales	

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P108 Replacement ICCS & Mobilising Solution Project Sponsor: Matthew Warren PM: Jodie Houseago/Nicky Hoad Lead Member: Cllrs Jamil & McGuire Completion Date: Contract Award Oct 2019 Go Live April 2021 July 2021 Overall status: Green	<p>COVID impact has resulted in new Project Plan being issued which has Go Live now in July 2021 Deviation Report on Agenda.</p> <p>Outstanding issues relating to the SEE (Station End Equipment) replacement being worked on/resolved by relevant parties.</p> <p>Awaiting final design and installation of equipment to complete full connectivity via 1GB link.</p>	<p>Part 2 of installs complete, date for completion of part 3 to be confirmed when 1GB link is in place.</p> <p>Preparation & planning for SAT (Site Acceptance Testing) taking place.</p> <p>Ongoing discussions and workshops taking place around 3rd party integrations.</p> <p>Admin 3 & GeoWeb training completed</p> <p>Functional Analysis Phase 2 completed (118 requirements) & further dates to be scheduled.</p> <p>Secondary control – work package now completed and closed. Minor outstanding activities monitored through Issue Log.</p>	Board	
			Team	
			Budget	
			Risk	
			Controls	
P073 Asset Management Software Project Sponsor: Matthew Warren	<p>Requirement for process documentation for new operational assets & the lifetime management of them.</p>	<p>Head of Operational Support Group has agreed to be the Business owner. They will ensure the governance of the system is</p>	Timescales	Deviation Report
			Board	
			Team	
			Budget	
			Risk	

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PM: Stuart Grey Lead Member: N/A Stage 2 Fleet & Equipment Implementation: Dec 2017 ESR March 18 Stage 3 & 4 ICT/Miquet software Data ESR Dec 18 Dec 19 Stage 5 ICT/Health & Safety Mar 2019 – Sept 2019-Dec 19 Property Sep 2019 Dec 19 Feb 20, 31st Mar 20 Overall Status: Amber– to be closed after outstanding issues & Governance for BAU are resolved.	<p>Awaiting resource. Risk around day to day management following project close down – being discussed at Board level. Project not closed until BAU/Governance is determined.</p> <p>Due to current situation with covid some of the outstanding issues have been delayed in being addressed as require face to face work.</p> <p>Project to be closed</p>	<p>maintained. Integration with the New Halo ICT service desk solution is being scoped.</p>	Controls	
			Timescales	Agreement with MW March 2020 no further deviations required
P089 ESMCP (Emergency Services Mobile Communications Programme) Oct 18 ESN PM: John Barlow Project Sponsor: Jon Anderson CFRS migration to Emergency Services Network (ESN) commencing Q1 2018. TBC Status: Red	<p>Revisits required for coverage testing at critical operational locations due to technical issues with recording of data.</p>	<p>Draft Full Business Case released by Home Office.</p> <p>Home Office confirm existing solution shut down will not occur prior to 2025.</p> <p>Coverage data analyst role – discussions ongoing and moving forward. Job description is now in the grading process.</p>	Board	
			Team	
			Budget	
			Risk	Potential high costs if Services remain on existing solution
			Controls	Absence of accurate details
			Timescales	Still unknown

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Project	Issues	Successes	Project Performance	
P088 On Call Board Stage 2 PM: Karl Bowden-Stuart Smith Project Sponsor: Rick Hytten-Jon Anderson Lead Member: Cllr Reynolds Sutton Trial - Closed 13.5 Ladders – Feasibility Study June 2019 Complete Implementation TBD Crewing – Feasibility Study June 2019 Complete Implementation TBD Status: Project Closed	End Project Report was not approved at March Programme Board as more detail required. Meeting scheduled to work on the EPR was cancelled due to coronavirus lockdown/ contingency working & will be rescheduled at appropriate point in the future.	Governance of the On Call work will fall under the Ops excellence Group Head of On-Call to pick up review of the EPR.	Board	
			Team	
			Budget	
			Risk	
			Controls	End Project Report to be reviewed
			Timescales	
P128 Cleaning Contract Project Sponsor: Simon Newton PM: Paul Oliver Completion date: November 2020 Status: Green	Following first round of interviews, the project team were required to re-advertise and interview for 4 roles. This process completed and we now have a full team of 7 cleaning operatives and 1 cleaning supervisor in place. Being managed by Business Support Group.	The plan was to have a full team in place by January 2021, however, required notice periods from successful staff allowed us to appoint sooner than expected. Inductions ongoing Lessons learnt being collated and End Project Report being drafted	Board	
			Budget	
			Team	
			Risk	
			Controls	
			Timescales	Tight timescales

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P102 Unified Comms (Shared Service Project) Project Sponsor: M Warren John Fagg PM: Tim Glister Completion Date: TBD Project Status : Progressing in BFRS – CFRS to implement 2021.		IP Telephony project (originally part of Unified Communications work) – quotes being collated for BFRS; ICT reviewing but no project confirmed yet. Project to be closed down as this is a watching brief for Beds. Cambs will not upgrade telephony until Beds roll out is complete. Project Brief to be drafted specific to Cambs at relevant time.	Board	
			Budget	
			Team	
			Risk	
			Controls	
			Timescales	
P111 Day Crewed Shift System Project Project Sponsor: Jon Anderson PM: Danny Kelly Completion date: Negotiations/Sign collective agreement Oct 2018-July 2019 Implementation – Start of Trial July 2019 -Dec 2021 Status: Green		Trial ongoing is Business as usual and working well. The review of the data around the trial has started and will be reported through project route. Meeting in early Jan to review data.	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	Proposed Agreement by Jun 2021
P126 Huntingdon Relocation Project Sponsor: M Warren Project Manager: Stuart Grey/Simon Thompson	Build timescales now Jan 2021 – 22	Planning application has been submitted, response due 24 Dec. Working closely with Croftons Designs for the Road Traffic Collision racking, Attack Unit and	Board	
			Team	
			Budget	£10.4m
			Risk	
			Controls	

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<p>Completion date: Planning phase – Aug 20 – Dec 20 Build completion - Dec 21 Jan 22 Move – Aug 22 Status: Green</p>		<p>Demo unit have been reviewed and signed off by Training Centre staff. Design plans for Container Village have been received ready to be reviewed and signed off when we are happy with them. Looking at ceiling materials/wall coverings/floor coverings/heating Looking at the possibility of obtaining Grant funding for the provision of the EV (electrical vehicle) charging points. Project Manager putting together an application.</p>	<p>Timescales</p>	
<p>P118 Fireground Radios (to include BA radios) Project Sponsor: R Stacey Project Manager: E Miller Completion Date: Stage 1 Evaluation – complete Stage 2 Market Analysis preferred route</p>	<p>Unable to Go Live until Breathing Apparatus refresh is complete as the pouches are not compatible with the current Breathing Apparatus sets – awaiting date for this completion to plan deployment of radios.</p>	<p>Radios delivered in Service and all programming complete. Still awaiting delivery of periphery equipment. All training material drafted.</p>	<p>Board Team Budget Risk Controls</p>	

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Complete Stage 3 Route to Market Complete Stage 4 Procurement 31 Oct 20 Stage 5 Deployment TBD Stage 6 Closure July 2021 Status: Green			Timescales	
Project	Issues	Successes	Project Performance	
P122 Training Centre Review Project Sponsor: Chris Parker Project Manager: John Sherrington Completion date: Jan 2021 Jan 2022 Status: Green	No issues at this current time.	The Training Review Project is approaching the Options Appraisal phase with many of the work packages implemented in support of the project having now been completed. The Options Appraisal paper is on target to be completed by the 03 December 2020 for presentation to the Project Board 11 December 2020. Consultation / negotiation with	Board	
			Team	
			Budget	
			Risk	
			Controls	

		the representative bodies is currently being initiated. CFRS will start to see the benefits of outcomes of the project becoming embedded in CFRS training delivery models within 2021 and 2022 ahead of Training Centre taking up its new residence at the St Johns site on completion of this integrated project.	Timescales	
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Type 2 Projects

Project	Issues	Successes	Project Performance	
P093 Co-Responding Project Sponsor: Simon Newton Project Manager: Lead Member: N/A Co-Responding Trial End End of July Nov 2017 Overall status: In planning		Project being re-initiated. Revised Brief being drafted for future Board. Project Manager appointed.	Board	
			Team	
			Budget	
			Risk	
			Control	
			Timescales	
P075 Review of Rescue Capability + Replacement IRU. Reinitiated Feb 2018 PM: Jamie Johnson PS: Jon Anderson Completion Date: May 31st Dec 31st 2019-TBD Overall Status: Green Replacement IRU on the run April 2018 June July 2018 - Complete	Boats- Plans for the training of the remaining 2 watches at Parkside are moving forward. This is the last strand that needs closing out with regards to the Boat element. Unavoidable delays due to COVID-19	Parkside are keen to get the last few people trained, good communications between Training Centre to undertake this. Proposal to close down this project following completion of the boat training - Paratech to be introduced as part of Business as usual through Operational Support Group.	Board	
			Team	
			Budget	
			Risk	
			Control	
			Timescales	

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P116 Aerial Replacement Project Sponsor: Chris Parker PM: Matt Murdoch Completion date: Feb 2021 OTR Mar/April 2021 Overall status: Green	Any issues have been overcome and managed well in advance through successful horizon scanning in line with the Project Management ethos, embedded by the Service.	Both Turntable ladders have now been inspected and accepted. Train the trainers and technician training completed. Watch training programmed to be delivered during November/Dec. All project interdependencies aligned for successful completion by initial project completion date. Project is also significantly below initial budget. Training now taking place north and south, supported by Resources Management Unit where needed.	Board	
			Team	
			Budget	
			Risk	Increased Sickness /Covid Cases
			Controls	
			Timescales	Both Turn Table Ladder's expected on the run Mar/Apr 2021 following initial training.
P125 ICU Project Sponsor: Simon Newton Project Manager: John Tyrrell Completion Date: Options Appraisal Dec 2020. Implementation TBD Overall status: In Planning	The end date is likely to be moved back to the end of 2021 due to link with Emergency Services Network Project (ESN). Incident command unit will be ESN compatible even if the ESN dates slip further. Options Appraisal delayed slightly due to covid work	The outcome of the option appraisal will be completed by the 11 th December and will be presented to Jan Board. Discussions commenced with procurement to understand tender process options.	Board	
			Team	
			Budget	TBC
			Risk	
			Controls	
			Timescales	Timescale slipped slightly due to covid
P127 Replacement Gazetteer		Meeting to review options. Options appraisal undertaken- to	Board	

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Project Sponsor: T Mirfin PM: Charlotte Black Completion Date: TBD Status: In planning		consider the cloud and none cloud options. Project Brief on Agenda. Work packages written and will be assigned the first week of December.	Team	
			Budget	
			Risk	
			Controls	
			Timescales	
P131 GIS Project Sponsor: T Mirfin PM: Nicola Smith Completion Date: TBD Status: In planning		Project Brief on Agenda. The Service own the licencing – decision to extend the existing maintenance and support contract. Looking at purchasing additional module (Workload module). Have procured a social demographic risk modeller but need to roll out training. Project Sponsor determining budget.	Board	
			Budget	TBC TM dealing
			Team	
			Risk	
			Controls	
			Timescales	

Glossary

Cambridgeshire County Council CCC
Cambridgeshire Fire & Rescue Service (CFRS)
Chief Officers Advisory Group (COAG)
Chief Fire Officers Association (CFOA)
Combined Fire Control (CFC)
Content Management System (CMS)
Emergency Services Mobile Communications Programme (ESMCP)
End Stage Report (ESR)
ESMCP Transition Manager (ETM)
Emergency Services Network (ESN)
Factory Acceptance Testing (FAT)
Fire & Rescue Service (FRS)
Fire Service Headquarters (SHQ)
Incident Command Unit (ICU)
Memorandum of Understanding (MOU)
Project Manager (PM)
Road Traffic Collisions (RTC)
Station End Equipment (SEE)
To be determined/confirmed (TBD/TBC)
Training Recording & Competency System (TRaCS)
Whole-time (W/T)