

## APPENDIX Programme Mangement -Business Development Programme Status Report

### Type 3 (High) Projects

| Project   | Issues | Successes  | Project Performance |                                 |
|---|--------|--|---------------------|---------------------------------|
| <b>P105 General Data Protection Regulation (GDPR) Implementation</b><br><b>Project Sponsor: M Warren</b><br><b>PM: John Fagg</b><br><b>Lead Member: N/A</b><br><b>Completion date: May Phase 1 - May 2018</b><br><b>(Implementation Plan in place)</b><br><b>Phase 2 – May 2019</b><br><b>Overall Status: Green</b> |        | Progress continues to be made. Many of the activities are entering Business as usual and are being driven by Chris Waller.   | <b>Board</b>        |                                 |
|   |        |  | <b>Team</b>         |                                 |
|   |        |  | <b>Budget</b>       |                                 |
|   |        |  | <b>Risk</b>         |                                 |
|   |        |  | <b>Controls</b>     |                                 |
|   |        |  | <b>Timescales</b>   |                                 |
| <b>P108 Replacement ICCS &amp; Mobilising Solution</b><br><b>Project Sponsor: Matthew Warren</b><br><b>PM: Nicky Hoad</b><br><b>Lead Member: <del>Chris Jamil</del> &amp; McGuire</b><br><b>Completion Date: TBC</b><br><br><b>Overall status: Green</b>  |        | Draft Procurement plan created – looking to go out to tender in September 2018.<br>Positive progress being made on specification and workshops booked in with stakeholders w/c 16/7/18. To review & sign off.<br>Stuart Grey has joined the Project Team to assist with governance, resourcing & project plan.<br>Deviation Report approved by Executive Governance Board to amend scope to include Station end equipment (SEE). | <b>Board</b>        |                                 |
|   |        |  | <b>Team</b>         |                                 |
|   |        |  | <b>Budget</b>       | TBC                             |
|   |        |  | <b>Risk</b>         |                                 |
|   |        |  | <b>Controls</b>     | Deviation report to amend scope |
|   |        |  | <b>Timescales</b>   |                                 |

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Document #: 85817 Version:76

Author\_Id: JACKIE.WATSONO

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| Project   | Issues  | Successes   | Project Performance |                                 |
|---|---|---|---------------------|---------------------------------|
| <b>P104 Implementation of Wholetime (W/T) Shift System</b><br><b>Project Sponsor: Rick Hylton</b><br><b>PM: Jon Anderson</b><br><b>Lead Member: N/A</b><br><b>Completion date:</b><br><b>Phase 1 - Jan 2018</b><br><b>Phase 2 – July 2018</b><br><b>Overall Status: Green</b>   | Project Board have requested to extend the project whilst analysis of performance data is undertaken. Period of extension to be agreed & relevant deviation report will be submitted. |   | <b>Board</b>        |                                 |
|   |   |   | <b>Team</b>         |                                 |
|   |   |   | <b>Budget</b>       |                                 |
|   |   |   | <b>Risk</b>         |                                 |
|   |   |   | <b>Controls</b>     |                                 |
|   |   |   | <b>Timescales</b>   | Project end date to be extended |
| <b>P073 Asset Management Software</b><br><b>Project Sponsor: Matthew Warren</b><br><b>Project M: Stuart Grey</b><br><b>Lead Member: N/A</b><br><b>Stage 2 Fleet &amp; Equipment Implementation: Dec 2017</b><br><b>Completed End stage</b><br><b>Stage 3 Property June 2018 TBC—Data July 2018</b><br><b>Sept 2018</b><br><b>Stage 4 ICT Dec 2018 TBC</b><br><b>ICT Sept 2018</b><br><b>Overall Status: Green</b> | Location data for all sites needs to be reviewed and a good structure for setting up in system to be developed.   | Monitors and Mini stick PCs, mini comptition being run currently<br>Electricians appointed for Power socket provision to power Monitors.<br>Fleet Techs to be equipped with Tablets and vehicle service sheets to be on tablet<br>Trial of Crash data on Tablet to be extended to Wisbech | <b>Board</b>        |                                 |
|   |   |   | <b>Team</b>         |                                 |
|   |   |   | <b>Timescales</b>   |                                 |
|   |   |   | <b>Risk</b>         |                                 |
|   |   |   | <b>Controls</b>     |                                 |
|   |   |   | <b>Budget</b>       |                                 |

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|--|--|--|---------------------|---|
| <b>P084 Review of Reporting PM: Nicola Smith</b><br><b>Project Sponsor: T Mirfin</b><br><b>Lead Member: N/A</b><br><b>Completion date: Gap Analysis Nov 2015 – complete</b><br><b>Project re scoped March 2017</b><br><b>Stage 2 April 2018</b><br><b>September 2018</b><br><b>Overall status: Green</b> | A second HMIC data return is expected w/c 16 <sup>th</sup> July the complexity and impact of this is unknown at this stage.  | We are working with the STEP team to align spreadsheets identified in Phase 2 of the project and their development plans for the remainder of the call year. Where replacement of a spreadsheet is dependent upon creation of a database, efforts will be made to ensure the two groups work more closely. | <b>Board</b>        |   |
|  |  |  | <b>Team</b>         |   |
|  |  |  | <b>Budget</b>       |   |
|  |  |  | <b>Risk</b>         | Challenging access to data sources is reducing but still being monitored. |
|  |  |  | <b>Controls</b>     |   |
| <b>P089 ESMCP (Emergency Services Mobile Communications Programme)</b><br><b>PM: John Barlow</b><br><b>Project Sponsor: Matthew Warren</b><br><b>CFRS migration to Emergency Services Network (ESN) commencing Q1 2018. TBC</b><br><b>Status: Amber</b>  | ESMCP Project being taken back to the Public Accounts Committee in Summer 2018. Two options will be presented – Option B which is incremental approach to transition or Option D which is to place the project on hold until such time until the solution is more developed. | The Home Office are conducting a value for money (VFM) monitoring exercise to assess that CFRS are ensuring that VFM is secured for grant funding that has been provided and that adequate control is in place in the management of the funds.   | <b>Timescales</b>   | Deviation Report approved to extend timescales                            |
|  |  |  | <b>Board</b>        |   |
|  |  |  | <b>Team</b>         |   |
|  |  |  | <b>Budget</b>       |   |
|  |  |  | <b>Risk</b>         |   |
|  |  |  | <b>Controls</b>     |   |
|  |  |  |                     |   |
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| Project  | Issues  | Successes   | Project Performance |                     |
|--|---|---|---------------------|---------------------|
| <b>ESMCP cont....</b>  | <p>Some FRS have declined to adopt ESN until such time as the solution is <u>fully</u> developed.</p> <p>Programme has halted the tender process for a vehicle device which is likely to add further delay.</p> | <p>Home Office have abandoned an element of the programme which was one of the underlying issues for the ongoing delay. A new software product is being trialled which should hopefully bring new impetus to the project.</p> <p>CFRS have submitted a response indicating a 25% level of confidence in the incremental approach.</p> | <b>Timescales</b>   |                     |
| <b>P109 VDI Upgrade Shared Service Project</b><br><b>PM: Sarah Newton</b><br><b>Project Sponsor: Matthew Warren</b><br><b>Completion: Dec 2018</b><br><b>Status: Green</b> |   | <p>Tender process complete.</p> <p>In contract discussions with successful bidder.</p>  | <b>Board</b>        |                     |
|  |   |   | <b>Team</b>         |                     |
|  |   |   | <b>Budget</b>       | No budget allocated |
|  |   |   | <b>Risk</b>         |                     |
|  |   |   | <b>Controls</b>     |                     |
|  |   |   | <b>Timescales</b>   | Quite tight         |

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|--|--------|---|---------------------|--|
| <b>P088 On Call Project</b><br><b>Stage 2</b><br><b>PM: Gary Mitchley</b><br><b>Project Sponsor: Rick Hylton</b><br><b>Lead Member: Cllr Reynolds</b><br><b>Completion Date: Stage 1 Feb 16</b><br><b>Stage 2: May 31<sup>st</sup> 2016</b><br><b>Stage 3: Alternative Appliances Jan 2018</b><br><b>Jan 2019</b><br><b>Alternative Crewing On Call standby's</b><br><b>March 2017 Complete (with exception of additional SPA testing)</b><br><b>Alternative Crewing W/T</b><br><b>Secondary Contracts</b><br><b>June 2018</b><br><b>Phased Response</b><br><b>April 2019</b><br><b>Sutton Trial - TBC</b><br><b>Status: Green</b> |        | <b>Alternative Appliances</b><br>3 chassis in build – expected in Service Aug 2018. Work packages now being confirmed for equipment training/driver training & fleet. Contract awarded for battery powered Road Traffic Collision equipment. Equipment due late July.<br><b>Alternative Crewing - On Call Standbys – STEP Simple Process</b><br>Accelerator was due to go live 01 July. This will enable the removal of the manual spreadsheet.<br><br><b>Wholetime (W/T) Secondary contracts now called On Call Strategic Reserve</b> Process now live. Expressions of interest received. Likely to be used when newly appointed W/T recruits are away for basic training as several of the recruits are existing On Call. | <b>Board</b>        |  |
|  |        |   | <b>Team</b>         |  |
|  |        |   | <b>Budget</b>       |  |
|  |        |   | <b>Risk</b>         |  |
|  |        |   | <b>Control</b>      |  |

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| Project  | Issues   | Successes   | Project Performance |  |
|--|--|---|---------------------|--|
| <b>On Call cont....</b>  | Other FRS's are not as advanced with this as originally thought – CFRS will be a lead on this.   | <b>Phased response</b> – Positive Team Meeting held.<br>Gartan engaged<br><b>Sutton Trial</b> – New Work Package added following recommendation being approved by Project Board. Looking at alternative ways of getting crews to incidents. | <b>Timescales</b>   |  |
| <b>P098 CPSN<br/>(Cambridgeshire Public Services Network)<br/>Project Sponsor: M Warren<br/>PM: John Fagg<br/>Lead Member: N/A<br/>Completion date: June 2019 (via VEAT Notice May 2017)<br/>Overall status: Amber</b> | Contract has been awarded. We are currently looking at the risks this poses and looking at options moving forward. Transitioning to a new supplier increases the financial risk. Additionally based on previous experience transitioning all partners to the new supplier by Dec 19 is optimistic. | Meetings have been held with the winning bidder since the contract award notification.  | <b>Board</b>        |  |
|  |  |   | <b>Team</b>         |  |
|  |  |   | <b>Budget</b>       |  |
|  |  |   | <b>Risk</b>         | Collaboration / financial risk             |
|  |  |   | <b>Controls</b>     | Currently reliant on CCC/LGSS for progress |
| <b>P102 Unified Comms<br/>(Shared Service Project)<br/>Project Sponsor: M Warren /Z Evans<br/>PM: Sarah Newton<br/>Completion Date: Sept 2018-April 2019<br/>Project Status : Green</b>                                | The project status remains as Amber until the initial results of the pilot have been gathered.   | Mobile users training (iphone/ipad + laptop users)workshops held in Cambridgeshire FRS & Bedfordshire FRS   | <b>Timescales</b>   | Optimistic                                 |
|  |  |   | <b>Board</b>        |  |
|  |  |   | <b>Budget</b>       |  |
|  |  |   | <b>Team</b>         | Team established for current stage         |
|  |  |   | <b>Risk</b>         |  |
|  |  |   | <b>Controls</b>     |  |
|  |  |   | <b>Timescales</b>   |  |

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|---|---|---|---------------------|--|
| <b>P111 Day Crewed Shift System Project</b><br><b>Project Sponsor: Jon Anderson</b><br><b>PM: Stuart Smith</b><br><b>Completion date: Negotiations/Sign collective agreement Oct 2018</b><br><b>Implementation Jan 2019</b><br><b>Status: Green</b> | HMICFRS is having a drain on resources in performance. Data and reports are required from performance to create the 2 business cases. This could delay in terms of timescales | <p>Good negotiations so far. Agreed the layout and information to be entered into the 2 business cases. SC's from all 3 Day Crewed stations competing this work.</p> <p>Negotiation meetings every 2 weeks.</p> <p>The current proposals are around an improved 7 day shift system (4 on/ 4 off) and a 5 day crewing system where every FF gets a rota day each week.</p> | <b>Board</b>        |  |
|   |   |   | <b>Team</b>         | Team have been formed (currently negotiating team) however this may grow once we have a shift system in principle.     |
|   |   |   | <b>Budget</b>       |  |
|   |   |   | <b>Risk</b>         | Getting agreement via negotiations   |
|   |   |   | <b>Controls</b>     |  |
|   |   |   | <b>Timescales</b>   | Timescales in which to have the new systems agreed and implemented are tight and could run over if negotiations stall. |

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### Type 2 Projects

| Project  | Issues  | Successes   | Project Performance |  |
|--|---|---|---------------------|--|
| <b>P101 CFRMIS (Community Fire Risk Management Information System)</b><br><b>Project Sponsor: Jøn Anderson-Tamsin Mirfin</b><br><b>Chris Parker</b><br><b>PM: Stuart Grey</b><br><b>Lead Member: N/A</b><br><b>Completion date: TBC</b><br><b>Overall Status: Green</b>  |   | Job description for CFRMIS administrator agreed and signed off<br>Job grading carried out by County Council<br>Advert to be out 9 <sup>th</sup> July with projected date for start of Early September.  | <b>Board</b>        |  |
|  |   |   | <b>Team</b>         |  |
|  |   |   | <b>Budget</b>       |  |
|  |   |   | <b>Risk</b>         |  |
|  |   |   | <b>Controls</b>     |  |
| <b>P100 Training Recording &amp; Competency System (TRaCS)</b><br><b>Project Sponsor: AC Callum Faint</b><br><b>PM: John Sherrington</b><br><b>Lead Member: N/A</b><br><b>Completion date: Options Appraisal/Business Case 01/04/2017 Complete</b><br><b>Stage 2: Completion Q4 2018</b><br><b>Overall Status: Green</b> | No issues to report. TRaCS development continues to be aligned to the project timelines, predicting completion of Stage 2 within Q4 2018. | The development stage of the TRaCS Project continues with pace and focus. Final builds of certifications / frequency models for use within TRaCS continue to be established, with a total of 28 now built for station personnel aligned to differing subject matters.<br><br>Although not in the original scope of the project the project team have been reviewing and considering if the Wholetime Phase 1 subjects currently | <b>Timescales</b>   |  |
|  |   |   | <b>Board</b>        |  |
|  |   |   | <b>Team</b>         |  |
|  |   |   | <b>Budget</b>       |  |
|  |   |   | <b>Risk</b>         |  |
|  |   |   | <b>Controls</b>     |  |

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|---|--|--|------------|--|
| TRaCS cont.....   |  | covered by the interactive learning packages on the ipads could be migrated to TRaCS thereby providing of one single access point for all Phase 1,2 & 3 personnel to be accessing and recording of all their operational learning and development. This approach will support an enhanced ability to manage content and version control away from a single point of failure while providing access across the service to Phase 1 content unrestricted irrespective of access to ipads. | Timescales | Deviation Report request to delay 'go live'.         |
| <b>P093 Co-Responding Project Sponsor: Rick Hylton</b><br><b>Project Manager: Gary Mitchley</b><br><b>Lead Member: N/A</b><br><b>Co-Responding Trial End</b><br><b>Sep 2016 – Nov 2016</b><br><b>Feb 2017 – Mar 2017</b><br><b>May 2017 – End of July</b> | Number of co-responding calls received by March and Ely is minimal.<br><br>3 FF's at March are still awaiting the East of England Ambulance Service (EEAS) to complete their CBS checks. Until completed these 3 FF's are unable to attend any co- |  | Board      |  |
|   |  |  | Team       |  |
|   |  |  | Budget     |  |
|   |  |  | Risk       | EEAS are not providing CBS clearance checks on staff |
|   |  |  | Control    |  |

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|                              |                            |  |                   |  |
|------------------------------|----------------------------|--|-------------------|--|
| <b>Nov-2017</b>              | responding calls.          |  | <b>Timescales</b> | National trial supported until pay settlement announced. |
| <b>Overall status: Amber</b> | Linked into pay settlement |  |                   |  |

| Project   | Issues   | Successes   | Project Performance |   |
|---|--|---|---------------------|---|
| <b>P096 Use of Recording Devices &amp; Governance</b><br><b>Project Sponsor: Callum Faint</b><br><b>PM : Trudi Wilson/Jodie Houseago</b><br><b>Lead Member: N/A</b><br><b>Completion date: Phased Approach</b><br><b>Phase 1 Policy /Guidelines 01/03/17 Complete</b><br><b>Phase 2 Red Fleet 30/04/17—Jan 2018</b><br><b>Deviation report required.</b><br><b>Phase 3 Nov-17-Body cams/Drones-TBD</b><br><b>Body Cam work will be as part of national trial.</b><br><br><b>Overall status: Amber</b> | Deviation Report written for change to timescales and additional budget. | <p>Implementation of CCTV red fleet fitments nearing end (9<sup>th</sup> July).</p> <p>Dash Cam details of high mileage vehicles received 03/07 so can begin to move this forward and put dates against completion.</p> <p>Quote received for helmet cameras. Funding requested to move this forward. Work package issued to Jake C to begin working on.</p> <p>Project team meetings set up regularly.</p> | <b>Board</b>        |   |
|   |  |   | <b>Team</b>         |   |
|   |  |   | <b>Budget</b>       | No budget assigned for Bodycam proof of concept trial.<br><br>Additional budget req'd – £7920 |
|   |  |   | <b>Risks</b>        |   |
|   |  |   | <b>Controls</b>     |   |
|   |  |   | <b>Timescales</b>   | Deviation report submitted for change to timescales & additional budget.                      |

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| Project  | Issues   | Successes  | Project Performance |                 |
|--|--|--|---------------------|-----------------|
| <b>P075 Review of Rescue Capability + Replacement IRU.</b><br><b>Reinitiated Feb 2018</b><br><b>PM: W Swales/Jamie Johnson</b><br><b>Project Sponsor: R Hylton</b><br><b>Completion Date: TBC</b><br><b>Overall Status: Green</b><br><br><b>Replacement IRU on the run April 2018-June July 2018</b>   | <b>Incident Support Unit (ISU) -</b><br>Issue with internal fitment delaying build but this is now sorted & vehicle 98% complete. Expected to be in Service by the end of July<br>Only training familiarisation required so this will be delivered as soon as vehicle arrives. | Project management lead changed to Jamie Johnson from the 1 <sup>st</sup> July 2018.<br>Rope Rescue -Approved by Board commenced planning for training implementation for A27 Crews.<br>Approval by Board to make ourselves accredited training arm of Outreach for water & rope/ height training.<br>Boats – Market research commenced as additional work required to look at boat provision. | <b>Board</b>        |                 |
|  |  |  | <b>Team</b>         |                 |
|  |  |  | <b>Budget</b>       |                 |
|  |  |  | <b>Risk</b>         |                 |
|  |  |  | <b>Controls</b>     |                 |
| <b>P107 Service Headquarters (SHQ) Improvement Project</b><br><b>Project Sponsor: M Warren</b><br><b>PM: Stuart Grey</b><br><b>Lead Member: N/A</b><br><b>Completion date: May 2018—Sept 2018</b><br><b>Additional work being added &amp; 'live' business case updated to reflect amendments to budget &amp; timescales.</b><br><b>Overall status: Green</b> |  | All Phase 2 completed decorating and carpeting completed.<br>Phase 3 to Decorate Mess area and Reception area is underway.<br>New Carpet tiles to be fitted to Reception.<br>Control Corridor and Control Mess to be painted. Awaiting quotes for work.  | <b>Timescales</b>   |                 |
|  |  |  | <b>Board</b>        |                 |
|  |  |  | <b>Team</b>         |                 |
|  |  |  | <b>Budget</b>       | Budget Approved |
|  |  |  | <b>Risk</b>         |                 |
|  |  |  | <b>Controls</b>     |                 |
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| Project   | Issues        | Successes   | Project Performance |           |
|---|---------------|---|---------------------|-----------|
| <b>P106 Chatteris Fire Station</b><br><b>Project Sponsor: Jon Anderson</b><br><b>Project Manager: Pete Jones—Maurice Moore</b><br><b>Completion date: Jun-2018</b><br><b>October 2018</b><br><b>Overall status: Green</b> | No new issues | Work started on 25/6/18<br>Contracts signed<br>Project plan established<br>H&S approved RAM's | <b>Board</b>        |           |
|   |               |   | <b>Team</b>         |           |
|   |               |   | <b>Budget</b>       | Approved. |
|   |               |   | <b>Risk</b>         |           |
|   |               |   | <b>Controls</b>     |           |
|   |               |   | <b>Timescales</b>   |           |
| <b>P110 Server Upgrade</b><br><b>Project Sponsor: Matthew Warren/Zoe Evans (Shared Service)</b><br><b>PM: Sarah Newton</b><br><b>Completion date: June 2018</b><br><b>Overall Status: Green</b>                           |               | The contract has been awarded.<br>New hardware delivered & setup in process.                  | <b>Board</b>        |           |
|   |               |   | <b>Team</b>         |           |
|   |               |   | <b>Budget</b>       |           |
|   |               |   | <b>Risk</b>         |           |
|   |               |   | <b>Controls</b>     |           |
|   |               |   | <b>Timescales</b>   |           |

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### 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)**  
**Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)**  
**Heads of Groups (HofG)**  
**Integrated Risk Management Plan (IRMP)**  
**Local Government Shared Service (LGSS)**  
**Memorandum of Understanding (MOU)**  
**Mobile Data Terminals (MDT)**  
**National Fire Chiefs Council (NFCC)**  
**Official Journal of European Union (OJEU)**  
**Project Manager (PM)**  
**Risk Assessment Method Statement (RAMS)**  
**Road Traffic Collisions (RTC)**  
**Sequel server (SQL)**

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**Skype for Business (SfB)**  
**Station End Equipment (SEE)**  
**Subject Access Request (SAR)**  
**To be determined/confirmed (TBD/TBC)**  
**Training Recording & Competency System (TRaCS)**  
**Voluntary Ex-Ante Transparency Notice (VEAT)**  
**Virtual Desktop Infrastructure Project (VDI)**  
**Whole-time (W/T)**  
**Virgin Media Business (VMB)**