

Type 3 (High) Projects

Project	Issues	Successes	Project Performance	
P108 Replacement ICCS & Mobilising Solution Project Sponsor: Matthew Warren PM: Nicky Hoad Lead Member: NA Completion Date: Contract Award Oct 2019 Overall status: Green		Evaluations completed Intention to Award notification letters circulated End of Standstill period 10/09/19 Contract to be finalised & communications to be circulated at Award of Contract. Work continuing on Secondary Control work package – finalising requirements	Board	
			Team	
			Budget	TBC
			Risk	
			Controls	
			Timescales	TBC following contract award
P073 Asset Management Software Project Sponsor: Matthew Warren PM: Stuart Grey Lead Member: NA Stage 2 Fleet & Equipment Implementation: Dec 2017 ESR March 18 Stage 3 & 4 ICT/Miquet software Data ESR Dec 18 Stage 5 ICT/Health & Safety Mar 2019 – Sep 2019 Property Sep 2019. Overall Status: Green	As a result of the audit carried out by external auditors in Jan/Feb there is a requirement for process documentation for new operational assets and for the lifetime management of them. Awaiting resource. Head of Operational Support Group aware and dealing with. Operational System ownership being resolved by Head of Operational Support Group. Awaiting periodicity and last completed data for Property assets and checks.	ICT data input into the system and awaiting testing and validation by ICT team. Upgrade of software for the system currently being tested ready for implementation. Upgrade contains some changes & additional functionality. Property technician issued with tablet and training being planned. Property data structure designed and input into the system.	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	

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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 ESMCP cont.	<p>Full Business Case from the Home Office not expected to receive approval until Q4 2019.</p> <p>Information provided to Programme is on 'best endeavours and in principle' basis given the absence of accurate detail i.e. no indication of costs.</p>	<p>Critical Operational Locations determined in advance of coverage testing. Working in collaboration with the Police. Cambridgeshire Police will be lead Authority – established liaison.</p> <p>Preparatory work continues within region.</p>	Board	
			Team	
			Budget	
			Risk	Potential high costs if Services remain on existing solution.
			Controls	Absence of accurate details
P109 VDI Upgrade Shared Service Project PM: Sarah Newton Project Sponsor: Matthew Warren Completion: Dec-2018-May 2019-Aug 2019 Status: Green	<p>Project on track for CFRS but this is a Joint project with Bedfordshire. End project report to be completed & the Bedfordshire work will be identified as outstanding work within this report.</p>	<p>This project is now complete for Cambridgeshire.</p> <p>The XenDesktop Windows 10/Office 2016 desktop environment has been rolled out to all staff, which has alleviated the performance issues experienced in the Windows 7 image. The old VDI environment has been decommissioned & is no longer available.</p>	Timescales	Still unknown
			Board	
			Team	
			Budget	
			Risk	
			Controls	
P088 On Call Board Stage 2 PM: Karl Bowden Project Sponsor: Riek Hylton-Jon Anderson	<p>Phased response Agreed</p> <p>Issue at Sutton – Mobilising equipment at Sutton had been removed. All relevant</p>	<p>Phase Response – Agreed with Rep Bodies. Going Live in September.</p> <p>Alternative Appliances The Alternative Appliances have</p>	Timescales	
			Board	
			Team	
			Budget	

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Project	Issues	Successes	Project Performance	
Lead Member: Cllr Reynolds Completion Date: Stage 1 Feb 16 Complete Stage 2: May 31st 2016 Complete Stage 3: Alternative Appliances Jan 2018 Jan 2019 Alternative Crewing On Call standby's March 2017 Complete Alternative Crewing W/T Secondary Contracts June 2018 Complete Phased Response April 2019- 31/10/19 Sutton Trial - Closed 13.5 Ladders – Feasibility Study June 2019 Complete Crewing – Feasibility Study June 2019 Complete Status: Green	equipment now installed, tested & working. Spare set of equipment now available.	now been placed at the relevant stations and are 'on the run'. Will be monitored for 12 months Sutton Trial The Sutton Trial is now closed as Sutton crewing levels have increased and they have received an Alternative Appliance. 13.5m Ladders and Crewing of less than 4 Feasibility Reports completed – Ongoing discussions with Unions.	Risk	
			Controls	
			Timescales	
P098 CPSN (Cambridgeshire Public Services Network) Project Sponsor: M Warren PM: John Fagg Lead Member: NA	A number of delays are being experienced from 3 rd party suppliers in delivery of the new fibre links. This has been escalated by our supplier who are managing the changes.	Work is continuing to upgrade all sites to fibre connectivity and to migrate away from the CPSN core. Despite the delays this is still on track to complete by Dec.	Board	
			Team	
			Budget	
			Risk	
			Controls	

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Contract Award Completion date: June 2019 (via VEAT Notice May 2017) Dec 2019 Overall status: Green			Timescales	.
P102 Unified Comms (Shared Service Project) Project Sponsor: M Warren / Z Evans PM: Sarah Newton Completion Date: Sept 2018-April 2019-Nov 2019 Project Status : Green	The Board decision on a replacement plan for station and desk telephones is still pending.	Skype for Business is now available to all staff via XenDesktop and on laptops. This allows staff to: <ul style="list-style-type: none"> • use Instant Messaging • see presence information • schedule and take part in Skype meetings • make Skype calls Some more training and communications are planned to promote the use of Skype. Large Skype compatible conference speakers are available in Conference rooms 1 & 2, smaller speakers are available to borrow from BSG. Headsets are available on request.	Board	
			Budget	
			Team	
			Risk	
			Controls	
			Timescales	Timescales showing as Amber as pending decision on what CFRS do with regard to telephones.
P111 Day Crewed Shift System Project Project Sponsor: Jon Anderson PM: Stuart Smith	No Issues	The agreement is now live (as of 1st July) and will run as a trial until 31st December 2021. All 3 stations are working to this. Currently have personnel who	Board	
			Team	.
			Budget	
			Risk	

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Completion date: Negotiations/Sign collective agreement Oct 2018 Implementation – Start of Trial Jan 2019 April 2019 – May 2019 July 2019 to end of Dec 2021 Status: Amber		want to move to these stations now the shift system is live. Operational Balancing Boards will make these moves as and when they are required. 20% contracts will be looked at when the agreement is signed.	Controls	Work to be undertaken with other Groups to comply with new agreement
			Timescales	Timescales slipped
P112 Monkswood Project Sponsor: Matthew Warren/Chris Strickland (once planning granted) Project Manager: Stuart Grey Completion date: First phase Contract signed 31/05/18 Status: Amber - In planning	Awaiting outcome of Judicial Review		Board	Not yet formed
			Team	Not yet formed
			Budget	Awaiting Planning decision
			Risk	Full risk review undertaken
			Controls	Board and Team not formed
			Timescales	Awaiting Planning decision
P115 SHQ Building Changes Project Sponsor: Matthew Warren PM: Stuart Grey	Awaiting outcome of Judicial review.	None this period	Board	
			Team	
			Budget	TBC
			Risk	

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Completion date: TBD Status: Amber - In Planning			Controls	
			Timescales	Need to understand feasibility & costings. Result of Judicial review may impact.
P118 Fireground Radios (to include BA radios) Project Sponsor: Ryan Stacey Project Manager: Ed Miller Completion Date: Stage 1 & 2 October 2019 Status: In Planning	Digital radio testing to take place, radios on loan for just 1 month. Dates planned and in calendars.	<p>Complete testing of current analogue radio equipment has provided a solid foundation of what we should expect from our current equipment versus what has previously been reported via RM14 process.</p> <p>Loaned digital equipment from HERTS FRS to compare and manage expectations of Digital versus Analogue before making recommendations.</p> <p>Information gathered from Neighbouring brigades on current equipment used.</p> <p>Maintaining contact with London Fire Brigade procurement team in relation to potential collaboration purchase.</p>	Board	In place
			Team	In place
			Budget	Budget not known as of yet
			Risk	Risks & control measures have been calculated
			Controls	

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P118 Fireground Radios cont...		Complete mitigation cannot be guaranteed, although previous high risk of running out of spares for BA radio has been significantly reduced by identifying a local reseller that can provide the required radios Project sponsor change.	Timescales	.

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Type 2 Projects

Project	Issues	Successes	Project Performance	
P100 Training Recording & Competency System (TRaCS) Project Sponsor: Simon Newton PM: John Sherrington Lead Member: NA Completion date: Options Appraisal/Business Case 01/04/2017 Complete Stage 2: Completion Q4 2018-Jan 2019 Stage 3: Specialist roles Completion April 2019 Stage 3 Phase 2 CFC and Professional Support Staff Completion Oct 2019 Overall Status: Amber	<p>Conflicting priorities for Control representative may delay completion date for remaining material. However, candidates will not require access to these modules until next year so could be completed as business as usual.</p> <p>Reporting - the movable, filterable overview report requested from the supplier was delayed but should be completed in September</p> <p>Project Board have agreed to extend the project to ensure TRaCS is fully embedded for our operational colleagues. As the project will not complete on schedule an End Stage Report (ESR) will be submitted for the October Programme Board with a proposed completion date of Aug 2020.</p>	<p>Recommendations from the findings of the analysis and research into the requirements for Professional Support staff to record competencies and maintain training records have been approved by Project Board.</p> <p>ESR will include establishing roles and responsibilities and a mechanism to ensure content is reviewed and updated, increasing user engagement and to address any issues / concerns raised</p>	Board	
			Team	
			Budget	
			Risk	
			Controls	Ownership
			Timescales	Aligned to project target dates for delivery. (Oct 2019). ESR to be submitted to Oct Programme Board

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P093 Co-Responding Project Sponsor: Jon Anderson Project Manager: Karl Bowden (part of P088) Lead Member: NA Co-Responding Trial End Sep 2016 – Nov 2016 Feb 2017 – Mar 2017 May 2017 – End of July Nov 2017 Overall status: Amber		Area Commander Operations is instigating full evaluation & will feed back through Programme Board. Head of On Call has undertaken work to scope out appetite of operational personnel to continue with co-responding & is looking at On Call Standbys at A24.	Board	
			Team	
			Budget	
			Risk	
			Control	
			Timescales	
P096 Use of Recording Devices & Governance Project Sponsor: Chris Parker PM : Trudi Wilson/Jodie Houseago Lead Member: NA Completion date: Phased Approach Phase 1 Policy /Guidelines 01/03/17 Complete Phase 2 Red Fleet 30/04/17 – Jan 2018 July 2018 Complete		Trial of helmet cameras now concluded with written report being drafted to go alongside montage of footage (also being prepared) ready to present to Project Board scheduled for mid-October. Decision required. Drafting of End Project Report underway. If approved at next Project Board, will go to October Programme Board for sign off.	Board	
			Team	
			Budget	
			Risks	
			Controls	

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Dash Cams 30 Sept 2018 Complete Phase 3 Nov-17 Body cams/Helmet cameras TBD Trial extended – Report expected Q3 2019 Overall status: Green			Timescales	
P075 Review of Rescue Capability + Replacement IRU. Reinitiated Feb 2018 PM: Jamie Johnson Project Sponsor: Jon Anderson Completion Date: May-31st Dec 31st 2019 Overall Status: Green Replacement IRU on the run April-2018-June July 2018 - Complete	Budget – deviation report drafted & presented to Programme Board.	Rope Rescue –Now on the run - Last training element completed now entering consolidation and review stage. Well received and positive feedback all round. Boats – 3x Boat engines and trollies arrived and at fleet. Payment authorised this month for 2 x hydraulic lifts to be fitted to the 2 rescue vehicles for safe handling of the equipment. Paratech – Additional work has been undertaken and we are waiting on a final decision regarding this equipment.	Board	
			Team	
			Budget	Deviation Report drafted
			Risk	
			Control	
P110 Server Upgrade Project Sponsor: Matthew Warren (Shared Service) PM: Sarah Newton Completion date: June 2018-Dec 18 Overall Status: Green	Project closure report approved by Programme		Timescales	
			Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	

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P114 Intranet Refresh Project Sponsor: Hayley Douglas PM: Claire Morris Completion date : 31/12/19 Status: Green	<p>Although Intranet design received– work has been deferred due to delay in approval (A/L) – now approved.</p> <p>Negotiations with the supplier are underway – contract being revised & will include reference to this work.</p>	<p>Work completed on Intranet Intranet design approved. Work commenced.</p> <p>Work now commenced on Intranet which is expected to be completed by mid Oct. This will be followed by a period of training. Timescales likely to slip as migration work will then be required. This will be monitored.</p>	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	
P116 Aerial Replacement Project Sponsor: Chris Parker PM: Matt Murdoch Completion date: Feb 2021 Overall status: Green	<p>Project Manager to consider cross over of Mobile data terminals (MDT's) from Multistars to new Aerial appliances. New aerials pre-wired for MDT's.</p>	<p>Vehicle's in build, all on track Stakeholders have reviewed the specification and made slight amendments, these have been approved.</p> <p>Chassis due Oct/Nov</p> <p>Appliances due in service June/July 2020 & significant training will be required. Plans for training being drafted.</p>	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	

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Project	Issues	Successes	Project Performance	
P119 Hydrant Software Review Project Project Sponsor: Ryan Stacey Project Manager: Nicola Smith Completion Date: Phase 1 30th June (Review Stage) Overall Status : Amber	Deviation approved by Project Board to extend timescales for Options Appraisal to early October	<p>To be processes, User Stories and Gap Analysis completed</p> <p>Supplier software demo confirmed.</p> <p>The project board have agreed the options to be taken forward to the options appraisal and the weightings</p>	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	Review phase has exceeded its end date due to issues being identified & taking time to find solutions/way forward.
P120 SHQ Barrier Project Sponsor : Tamsin Mirfin Project Manager: Maurice Moore Completion Date: Oct-2019 Overall status: Green		<p>Still awaiting outcome from Planning application</p> <p>Policy approved by Board</p> <p>Reviewed additional car parking spaces at SHQ – further options available.</p>	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	Deviation report submitted

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)
Community Fire Safety (CFS)
Comprehensive Spending Review (CSR)
Content Management System (CMS)
Digital Network Service Provider (DSNP)
East of England Ambulance Service Trust (EEAST)
Emergency Services Mobile Communications Programme (ESMCP)
End Stage Report (ESR)
ESMCP Transition Manager (ETM)
Emergency Services Network (ESN)
Fire Protection (FP)
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)

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Project Manager (PM)
Risk Assessment Method Statement (RAMS)
Road Traffic Collisions (RTC)
Sequel server (SQL)
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)