

Type 3 Projects

Project	Issues	Successes	Project Performance	
<p><i>Project name change Oct 2016</i></p> <p>P072 Combined Fire Control (CFC) Mobilising Solution upgrade.</p> <p>Project Sponsor: Matthew Warren</p> <p>Project Manager (PM): John Barlow</p> <p>Lead Member: TBC</p> <p>Planned Completion:</p> <p>Oct 2016</p> <p>Feb 2015</p> <p>April 2015</p> <p>Aug 2015</p> <p>Q1 2016</p> <p>Q2 2017</p> <p>Overall Status: Red</p>	<ul style="list-style-type: none"> All non-essential 4i preparatory activities have been suspended, pending outcome of discussions between Remsdaq Senior Management and CFRS Deputy Chief Executive. 		Board	
			Team	
			Budget	
			Risk	Likelihood of project success
			Controls	
			Timescales	Now at intolerable delay

Project	Issues	Successes	Project Performance	
P105 General Data Protection Regulation (GDPR) Implementation Project Sponsor: M Warren PM: John Fagg Lead Member: Completion date: May 2018 (First phase) Phase 2 – May 2019 Overall Status: Green	Project continues to have significant resource implications & will impact across the whole organisation.	Several policies drafted for approval at Information Governance Board in Oct. 3 working groups set-up to focus on key areas. Others to follow. Data questionnaires completed by departments. Sample Data Protection Impact Assessment (DPIA) completed by Media & Comms. Foundation Level training for Head of Group scheduled – 16 attending. Work streams being run as workshops & will feed into the Board.	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	Timescales very tight
P104 Implementation of Wholtime (W/T) Shift System Project Sponsor: Rick Hylton	New appliances will not be in the county for 01/01/18 – contingency plans created.	On track. 2 north & 2 south Fire Stations identified for initial location of roving pumps. Steve Beaton working with	Board	
			Team	
			Budget	In planning
			Risk	In planning
			Controls	In Planning

Business Development Programme Status Report

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Project	Issues	Successes	Project Performance	
PM: Jon Anderson Lead Member: Completion date: Jan 18 Overall Status: Green		Gartan. Stuart Smith leading on resources & appliances Day crewing review completed/ negotiated. Rejected by Fire Brigades Union. Project to be closed down. STEP changes required to Wholetime shift processes. Raymonda Todorova to link with Steve Beaton.	Timescales	

Project	Issues	Successes	Project Performance	
P073 Asset Management Software Project Sponsor: Matthew Warren Project Manager: Stuart Grey Lead Member: Completion date: Options Appraisal/Business Case: October 2014 Finance model complete: Jan 2016 Stage 2 Fleet & Equipment Implementation: June 2017 Dec 2017 Stage 3 Property June 2018 tbc Stage 4 ICT Dec 2018 tbc Overall Status: Green	<ul style="list-style-type: none"> Tablet – Due to issues with the Microsoft System Centre Configuration Manager (SCCM) the tablets could not be built using this method and had to be configured manually. Input of the inspection data has proved to be more complex than expected and hence taken more time. This is a one off exercise and is expected to be complete W/C 22nd September. 	<ul style="list-style-type: none"> Pilot at Dogsthorpe started on 16th August with the crews all being trained in how to use the tablet and the software. The Inventory process has already identified weaknesses in the current process and adds accountability to the process for all the watch The reports are being developed as needs are identified. Project Board are currently discussing the ongoing areas of the Service that are to be implemented and prioritised. First appliances will be fitted with the docking stations W/C 2nd Oct. The rollout will align with the MDT project. Dogsthorpe, Cambridge, Huntingdon and Chatteris will be fitted and crews trained during Oct. 	Board	
			Team	
			Budget	
			Risk	
			Timescales	
			Controls	

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Project	Issues	Successes	Project Performance	
P084 Review of Reporting PM: Nicola Smith Project Sponsor: T Mirfin Lead Member: Completion date: Gap Analysis Nov 2015 – complete Project re scoped March 2017 ESR #467313 Stage 2 April 2018 Overall status: Green		<p>The review of Excel Spreadsheets progressing well. Over 50 spreadsheets have been identified as reportable through other means.</p> <p>Plans being put in place to build dynamic reports that can be run any day, with minimal intervention from the users to collate or display the data.</p> <p>The new analyst has settled into the team well and has developed a dashboard for the Incident Recording System (IRS) manager to assist in monitoring the workload of the IRS Quality Assurance team.</p>	Board	
			Team	
			Budget	
			Risk	Challenging access to data sources is reducing but still being monitored.
			Controls	
P089 ESMCP (Emergency Services Mobile Communications)	<ul style="list-style-type: none"> Programme recalled to present to Public Accounts Committee. 		Timescales	
			Board	
			Team	
			Budget	

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Programme) PM: Emma Graham Project Sponsor: Matthew Warren CFRS migration to Emergency Services Network (ESN) commencing Q1 2018. Status: Amber ESMCP cont.....	<ul style="list-style-type: none"> Announcement that transition will not commence during 2018. Police review of project intimates that completion may not be until late 2021. Integrated Communications Control System (ICCS) upgrade costs for Emergency Service Network connectivity contravene procurement limits; Home Office advised accordingly that there is a high likelihood of a tender process being required. No devices available/no solution to air to ground cover/no solution to transportation in London. 		Risk	
			Control	
			Timescales	Deviation Report will be drafted once formal notification of timescales is received from Home Office. New schedule expected Oct 2017.
P088 On Call Project Stage 2 PM: Gary Mitchley Project Sponsor: Rick	Strategic stations have been reviewed as part of the Integrated Risk Management Plan (IRMP).The outcome will	Alternative Appliances – Project Board have approved the procurement of three alternative appliances as a trial. We are	Board	
			Team	
			Budget	
			Risk	

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<p>Hylton Lead Member: TBC 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 Alternative Crewing W/T Secondary Contracts On Hold</p> <p>Status: Green</p>	<p>be discussed at the next Project Board to identify which stations are to be deemed strategic.</p> <p>Alternative crewing models:- Currently Secondary contracts for WT(wholetime) staff to crew On Call appliances is not being pursued as there are sufficient On Call staff to support On Call standbys however this will remain under review.</p>	<p>aiming for them to be on the run by early 2019. They will be located as 2nd aways at A21, B05 & B13.</p> <p>Alternative Crewing – formalised On Call standby process up & running. Work finalised with exception of additional STEP process. Ongoing discussions with STEP Team to work through & create process for Standby activities. – Duties being monitored in the interim.</p>	<p>Control</p>	
<p>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</p>	<p>CFRS will not have representatives on the EastNet evaluation panel due to inability to meet the large commitment of time required. Outcomes are being closely monitored by Head of ICT.</p>	<p>A Voluntary Ex-Ante Transparency Notice (VEAT Notice) has now been issued. Agreement to the extension of the existing contract until Dec 2019 has been gained. The OJEU process has started and is now progressing to plan.</p>	<p>Board</p>	
			<p>Team</p>	
			<p>Budget</p>	
			<p>Risk</p>	<p>Collaboration / financial risk</p>
			<p>Controls</p>	<p>Currently reliant on CCC/LGSS for progress</p>
			<p>Timescales</p>	
<p>P102 Unified Comms (Shared Service Project) Project Sponsor: M Warren</p>	<p>The project was delayed over the summer due to resourcing issues in ICT.</p>	<p>The server build for Bedfordshire is complete; Cambs will be using the Beds install of Skype for</p>	<p>Board</p>	
			<p>Team</p>	<p>Team established for current stage</p>

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/Z Evans PM: Sarah Newton Lead Member: N/A Completion Date: Sept 2018 Overall status: Green	Stage 2 is now scheduled to complete a month late but the overall project is on track to complete as planned.	Business (SfB). Modality will be working with us for the next 6 weeks to install the SfB software, setup the telephony gateways and configure the system. In October -plan to pilot the telephony in Bedfordshire and Instant Messaging & presence in Cambs.	Budget	
			Risk	
			Controls	
			Timescales	Stage 2 (final design and planning) due to complete Sept 17 Oct 17

Project	Issues	Successes	Project Performance	
P076 Virtual Desktop Infrastructure Project (VDI) Project Sponsor: M Warren PM: Stuart Grey Lead Member: Cllr S Bywater Completion Date: Rollout commence Q3 2014 Stage 1 FF Jul 15 Stage 2 Nov 2015. Stage 3 closed Jan 16. Sept 2016. Completion July 2017. Overall status: Green Application virtualisation (APPV) incorporated	<p>There are a few outstanding activities that will be followed up including:</p> <ul style="list-style-type: none"> Migrate one remaining user Migrate Major Incident Command Area (MICA) and Incident Command Unit (ICU) accounts Disable station generic accounts Decommission Citrix farm <p>The last two of these cannot be complete until the old fleet and asset databases are no longer in use.</p>	<ul style="list-style-type: none"> All staff (bar 1) are now able to use VDI All suppliers are remoting in using VDI accounts The old Citrix Access Gateway has been decommissioned The end project report for Cambs has been drafted. New project to start at end of 2017. Brief to go through ICT Strategy Board. Pre work undertaken & brief being drafted. 	Team	
			Board	Joint Board with BFRS
			Budget	On Target
			Risk	
			Controls	
			Timescales	
Redevelopment of Yaxley Fire Station Project Sponsor: Chris Strickland Project Manager: Kevin Napier Lead Member: Cllr D Over Completion date: May 2017 Overall status: Close down		<p>End Project report completed & approved by Project Board. Report presented to Programme Board in Sept. Budget will remain open whilst retention on capital investment throughout the snagging period (12 months).</p>	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	Project Complete

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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.	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	

Type 2 Projects

Project	Issues	Successes	Project Performance	
CFRMIS (Community Fire Risk Management Information System) Project Sponsor: Jon Anderson PM: Stuart Grey Lead Member: N/A Completion date: TBC Overall Status: Green	The progress of this project will be determined by the availability of key staff. Availability of key staff has proven to be an issue and workshops have been further delayed until Oct.	Project priority lowered due to other key projects across the Service. CFRMIS application is to be trialled on the new Asset Management tablets to assist with the Roving Pump project.	Board	
			Team	
			Budget	Budget yet to be identified & agreed
			Risk	
			Controls	
			Timescales	Project slowed down due to availability of key personnel
Training Recording & Competency System (TRaCS) Project Sponsor: M Moore PM: Bren Morgan Lead Member: N/A Completion date: Options Appraisal/Business Case 01/04/2017 Stage 2: CompletionQ4 2018 Overall Status: Green TRaCS cont....	Control not able to provide training content. A potential significant issue. B Morgan and B Quail to meet with Combined Fire Control (CFC) Training Officer to discuss in more detail and ensure control are sighted on the implications of the proposed position. There are potential significant cost implications to this. Work ongoing to resolve issue.	Application Support Group (ASG) has recruited Richard Newton to work with B Quail. Project on track. A model has been built for control (further work required, still an issue).	Board	
			Team	
			Budget	
			Risk	Control Training records
			Controls	
			Timescales	

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Project	Issues	Successes	Project Performance	
Co-Responding Project Sponsor: Rick Hylton Project Manager: Simon Newton Lead Member: N/A Co-Responding Trial End Sep 2016 Nov 2016 Feb 2017 Mar 2017 May 2017 End of July Nov 2017 Overall status: Green	<p>If national pay offer is turned down by Fire Brigades Union (FBU) membership we are likely to be in the position again where the trials will cease.</p> <p>Ongoing national issues prevent us from rolling out the trials further.</p>	<p>Trials continue following a last minute withdrawal of FBU support for the trials being removed. This allowed the trials to continue running awaiting ongoing pay negotiation outcome.</p> <p>CRUSE (bereavement) training in Essex attended by CFRS staff.</p> <p>Excellent feedback received – will look to run courses in Cambs before the year end to out co-responding crews.</p> <p>Proactive engagement by CFRS senior management with EEAST during recent period has limited the reputational damage locally caused by national trials negotiations.</p>	Board	
			Team	
			Budget	
			Risk	
			Control	
			Timescales	National trial will be supported until pay settlement announced
(Comprehensive Spending Review) CSR Project Sponsor: Chris Strickland / Matthew Warren Project Manager: Callum Faint Lead Member: Completion Date: Overall status: Green		<p>End Stage Report presented & agreement to pause work until Nov 2017.</p> <p>Project will then be re-initiated.</p>	Board	
			Team	
			Budget	
			Risk	
			Control	
			Timescales	

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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 Phase 3 Nov 17 Body cams/Drones. Any Body Cam work will be as part of national trial. Overall status: Amber	<p>Awaiting direction from (Chief Officers Advisory Group (COAG) planning, before committing to a tender process.</p> <p>Awaiting the Memorandum of Understanding (MOU) from the Police, to understand the changes required in policy before communicating the availability of a Drone resource</p>	<p>Following the May Board, a Framework has now been identified for Close Circuit Television (CCTV) on the Red Fleet. However neither of the current suppliers are on the Framework.</p> <p>Attendance on CFOA (Chief Fire Officers Association) Body Worn Cameras conference remains on schedule for end of July.</p> <p>A detailed Project Plan has been produced, working with the team. However this was before the Framework option came to light for CCTV. This will need to be re-worked and a subsequent Deviation Report produced. Due to leave and training, this has been delayed now until direction received from COAG</p>	Board	
			Team	
			Budget	Business Case required
			Risks	Potential for changing of priorities within the Service, and PM's availability with the introduction of GDPR (General Data Protection Regulations)
			Control	
			Timescales	

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Project	Issues	Successes	Project Performance	
Review of Rescue Capability PM: W Swales Project Sponsor: R Hylton Lead Member: N/A Completion date: Stage 2 March 2016 Stage 2 completion (date TBD) Overall Status: ON HOLD with exception of IRU/Haz Mat work stream.	Deviation report to be drafted to close down work streams for rescue capability & just take forward the replacement of the Incident Response Unit (IRU). Rescue Capability work will be re-scoped as a new project in Jan 2018.	Chassis and bodywork due to arrive at coachbuilder mid - September for fitting and vehicle building Specifications being finalised with coachbuilder Awaiting anticipated date for delivery into service	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	Rescue Capability on hold
P080 SQL(Structured Query Language) Server Database Migration Project Project Sponsor: J Fagg Project Manager: D Reeson Lead Member: N/A	2 risks escalated to the ICT Strategy Board for urgent attention: Currently unable to move NX onto a free Oracle (2 trials unsuccessful) Existing Fleet & Equipment databases on Oracle	Once Asset management & o/s Control performance database are taken off Oracle this project will be closed down.	Board	
			Team	
			Budget	
			Risk	
			Control	

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Completion Date (new server environment): Sept 2015 Stage 2 Migration work Oct 2016 – May 17 * Deviation Report submitted but timescales still unknown. Overall status: Amber	increasingly unstable and at risk of failing.		Timescales	This project is being driven by 4i & Asset Management projects. Deviation submitted
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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 Overall status: Green		<ul style="list-style-type: none"> All functionality required now successfully achieved. Imaging sent to prime contractor for completion. iLearn package complete. Training schedule completed. Installation schedule and deployment revised. Pilot scheme to run for 4 weeks prior to main deployment to identify any issues that may impact on delivery. 	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	
Service Headquarters (SHQ) Improvement Project Project Sponsor: M Warren PM: Stuart Grey Lead Member: TBC Completion date: May 2018 Overall status: Green		<ul style="list-style-type: none"> Met with Artelia (Space Planners). Engaged to space plan existing SHQ – will attend Sept/Oct. Their findings will inform work to be undertaken. Business Case to be completed for funding. Tidy up days scheduled to clean out existing offices. 	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	Dependant on high priority projects

Project	Issues	Successes	Project Performance	
Chatteris Fire Station Project Sponsor: M Moore Project Manager: Pete Jones Completion date: Jun 2018 Overall status: In Planning	Brief approved at Prog Board on 19/06. M Moore to assist Project Manager in absence of a Property Manager. Focus consultants contacted ref planning permission Project 'start up' meeting taken place with all stakeholders. Site visit 12 th Sept 2017		Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	

Type 1 Projects

Project	Comment	Project Performance	
Smartboard Replacement Project Sponsor: J Fagg Project Manager: Rudy Boddington Completion date: Dec 2017 Overall Status: Green	Station surveys completed – information compiled for requirements. Procurement process underway- route to market identified. Specification document completed - Tender documents to be finalised. Slight slippage in schedule but overall project end date not affected. Working with Property Group to co-ordinate work required prior to installation.	Board	
		Team	
		Budget	
		Risk	
		Controls	
		Timescales	Slight delay in finalising tender

Projects on Hold

Project	Comment	Project Performance	
Gartan Flexible Duty System & Control PM: Steve Beaton Proj Sponsor:	Project to be closed down End Project Report required –Programme Officer to talk to S Beaton.	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 Support Group (ASG)
Application virtualisation (APPV)
Cambridgeshire County Council (CCC)
Cambridgeshire Fire & Rescue Service (CFRS)
Cambridgeshire Public Services Network (CPSN)
Chief Officers Advisory Group (COAG)
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)
Emergency Services Network (ESN)
Fire Brigades Union (FBU)
Fire & Rescue Service (FRS)
Fire Service Headquarters (SHQ)
General Data Protection Regulation (GDPR)
Heads of Groups (HofG)
Incident Recording System (IRS)
Integrated Communications Control System (ICCS)
Integrated Risk Management Plan (IRMP)
Incident Command Unit (ICU)
Incident Response Unit (IRU)
Local Government Shared Service (LGSS)
Memorandum of Understanding (MOU)
Major Incident Command Area (MICA)
Mobile Data Terminals (MDT)
NX is the Remsdaq Mobilising System – 4i is the upgrade to this solution
Official Journal of European Union (OJEU)
Project Manager (PM)

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Road Traffic Collisions (RTC)
Structured Query Language (SQL)
Skype for Business (SfB)
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)