

Business Development Programme Status Report

September 2022

Type 3 (High)			
Projects	Issues	Successes	Project Performance
<p>P108 Replacement ICCS & Mobilising Solution Project Sponsor: Matthew Warren PM: Nicky Hoad Completion Date: Contract Award October 2019 Go Live TBC Overall status: Red due to timescales</p>	<p>Amount of annual leave throughout the summer in France has meant key supplier personnel have been unavailable which has caused some delays to activities.</p>	<p>Two further visits planned to supplier in France. First visit w/c 12 September to drive forward outstanding issues and second visit at end of September.</p>	<p>Board</p>
			<p>Team</p>
	<p>Outstanding issues around <u>IP crossover</u> on network between CFRS/SFRS and Hunt Groups on PSTN lines needed for Station End Equipment.</p>	<p>Refresher training carried out w/c 28 August in person and positive feedback received.</p>	<p>Budget</p>
	<p>Possible move for supplier from Oracle to SQL may cause delays. Awaiting confirmation from supplier on, if and when, this will go ahead and timescales.</p>	<p>DCS installation by Airwave booked for w/c 19 September for four weeks. Temporary testing certificate received from Home Office to allow testing to commence once installed.</p>	<p>Risk</p>
	<p>Awaiting access details and credentials to enable us to carry out both internal and external health checks required for DCS.</p>	<p>Majority of data returned to supplier.</p>	<p>Controls</p>
			<p>Timescales</p>

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<p>P137 Review of Operations Project Sponsor: Chris Strickland Project Manager: Stuart Smith Project Manager/Lead Simon Thompson Completion Date: Phase 1 High Level Business Cases - May 22 Phase 2 Detailed Business Cases – Deviation Report being drafted Overall status: Green</p>	<p>No current issues to report.</p>	<p>Initial timescales of completion for project requested to be extended.</p> <p>Project brief being updated to clearly show the two sides of the project, service improvement and financial contingency planning.</p> <p>21 workstreams remain in the service improvement section of the project. Good progress being made on a number of key workstreams including operational degradation, data for categorisation and training days.</p> <p>Focus for Project Manager is working on the financial contingency business continuity plan ready for Fire Authority.</p> <p>Focus on communications – ongoing face to face engagement and embedding further focus group alongside regular update communications.</p>	Board	Reporting direct to COAG
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	Deviation report being compiled

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Projects	Issues	Successes	Project Performance	
P135 Finance System Software Replacement Project Project Sponsor: Matthew Warren Project Manager: Ursula Bird Completion dates: October 2023 Overall status: In planning	Conflicting priorities / annual leave may impact the planned timescales. (Go live now expected October 2023.)	Completed market research and business analysis i.e. mapping of requirements and user stories. Project Board agreed to go to full tender.	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescale	
P140 Microsoft 365 implementation and cultural change Project Sponsor: John Fagg Project Manager: TBC Completion date: 2 years; first three months scoping the tools to be delivered, two months in planning the roll out 19 months dedicated to the roll out and cultural change activities to achieve the project objectives. Overall status : In planning		Looking to recruit project manager for two years to deliver this cultural change. Job evaluation being written and expect advert to go out towards end of September. Project Manager will look at the business needs and work with stakeholders to identify those toolkits within 365 that will deliver the maximum benefits.	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	

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<p>P111 Day Crewed Shift System Project Project Sponsor: Jon Anderson PM: Danny Kelly Completion date: Negotiations/Sign collective agreement July 2019 Implementation – Start of End date for agreement TBC Status: Amber</p>		<p>End Project Report in process of being drafted and will be presented to September Programme Board.</p>	<p>Board</p>	
			<p>Team</p>	
			<p>Budget</p>	
			<p>Risk</p>	<p>Agreement in CFRS, but delay regionally with FBU</p>
			<p>Controls</p>	
			<p>Timescales</p>	<p>Proposed Agreement was by June 2021</p>
<p>P126 Huntingdon Relocation Project Sponsor: Matthew Warren Project Manager: Jodie Houseago Completion date: Planning phase – August 2021 Build completion - September 2022 Move – Decemebr 22 Status: Green</p> <p>P126 Huntingdon Relocation cont.</p>	<p>Keeping a close eye on water discharge application which requires approval (part of planning conditions) due to lead times provided by supplier.</p> <p>Network supplier has withdrawn previously issued completion date for a live site connection but now work is scheduled for this week and next.</p> <p>Issue identified today (6 September) regarding power on site but prioritising activity to resolve this ASAP.</p>	<p>Supplier still working towards building handover date of 26 September.</p> <p>Training building work progressing well, moved handover date back a week (now 30 September) to allow for resolution to shipment delay issues and power to be on. This does not have any knock-on effects for our transition timelines.</p> <p>Regular monthly onsite meeting on 5 September saw the introduction of an informal snagging walk around to allow CFRS to provide initial feedback on the completed</p>	<p>Board</p>	
			<p>Team</p>	
			<p>Budget</p>	
			<p>Risk</p>	
			<p>Controls</p>	

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		<p>room types. Successful site visit as able to see progression in completed room types and prompted further plans.</p> <p>Majority of Project Managers time currently spent working through multiple information requests/ queries which are coming in from various sources as well as planning transition.</p> <p>High level transition plan has been approved at Board, Project Manager now working up lower level detail.</p> <p>The build stage of the project will be coming to an end (end of September) and the commissioning stage will then commence. This will see ICT and Property fitting out the site, ready for occupation.</p>	Timescales	<p>Build completion September 2022 but still on track to complete overall as originally planned project end date of December 2022.</p>
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<p>P122 Training Centre Review Project Sponsor: Wayne Swales Project Manager: Vicky Best Completion date: 1-year trial to commence Project Closure: Review of Trial - TBC Status: Amber</p>	<p>Training Centre instructors continue to work to the existing collective agreement.</p>	<p>Proposed new shift system with updates to collective agreement have been agreed in principle with FBU and Training Centre instructors.</p>	Board	
	<p>Ongoing negotiation with FBU has taken place and proposed shift is being taken to Brigade Committee, regional and national FBU for sign off. This will have been completed by 6 October when we will know outcome.</p>	<p>Has been agreed at Brigade Committee. Being taken to region 15/16 September then Executive Committee 6 October.</p>	Team	
	<p>Reporting on the project remains paused until there is an outcome from the on-going negotiations.</p>		Budget	
			Risks	
			Control	
		Timescale	Date set for agreement 14 June.	
<p>P133 Review the Ways of Working Project Sponsor: Matthew Warren Project Manager: Clare Hesselwood Phase 1 Completion – 31 March 2022 Survey Returns 17 January 2022 (support) 24 January 2022 (operational)</p>		<p>End Project Report on Agenda.</p>	Board	
			Team	
			Budget	
			Risk	
			Controls	

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Evaluation period 31 January 2022			Timescales	
Report/Briefing 31 March 2022				
Status: Project closing.				

Type 2 Projects

Project	Issues	Successes	Project Performance	
<p>P138 On-Call Initiatives Project Sponsor: Simon Newton Project Manager: Kevin Andrews Five separate workstreams Completion 13.5 Ladders Q1 2022 - complete Co-Responding Q2 2022- ESR on Agenda Papworth to Cambourne Q1 2022 - Closed Crewing Q2 2022 Business Hub Q2 2022 Status: Green</p>		<p><u>Review minimum crewing</u> Options appraisal scored with key stakeholders and recommendation completed for sign off.</p> <p><u>Papworth Fire Station Move to Cambourne</u> Completed – Station upgraded and staff moved over to new location. Minor station improvements remaining and Papworth site being decommissioned under business as usual.</p> <p><u>Co - Responding</u> Completed – Littleport and Soham stations both live and have attended co-responding calls in their communities. Policies and procedures updated and published on SharePoint. The lead for co-responding and working to bring on Cambourne, Kimbolton and Sawston under business as usual.</p>	<p>Board</p>	<p>Not required. Project Manager reports directly to Project Sponsor.</p>
			<p>Team</p>	<p>For each Workstream.</p>
			<p>Budget</p>	<p>Specific to each workstream.</p>
			<p>Risk</p>	<p>Risk – Capacity of digital teams and conflicting priorities with P137 work and On-call Payment and On-call Recruitment development.</p> <p>Industrial action and action short of strike may impact capacity and service delivery.</p>

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On-Call initiatives cont.		<u>Pilot Scheme Remote Working Spaces</u> Following successful proof of concept trial, proposal paper has been composed and a recommendation submitted for approval to make the remote working agreement business as usual to be rolled out to current staff and promoted to improve recruitment and diversity across our On-Call workforce, ensuring On-Call sustainability.	Control	
			Timescales	Specific to each workstream.
P125 ICU Project Sponsor: Simon Newton Project Manager: John Tyrrell Completion Date: TBD Implementation TBD Overall status: In Planning/ Project Paused		July 2022 – this will form part of the wider fireground technology project that will kick off following ICCS and Mobs Go Live so not a priority to invest in this now.	Board	
			Team	In planning
			Budget	TBC
			Risk	
			Controls	
			Timescales	More work required on OA.

Glossary

Business as usual (BAU)
Business Intelligence & Performance team – (BIP)
Cambridgeshire Fire & Rescue Service (CFRS)
Chief Officers Advisory Group (COAG)
Combined Fire Control (CFC)
Community Fire Risk Management Information System (CFRMIS)
Community Fire Safety (CFS)
Comprehensive Spending Review (CSR)
Direct Communication Server (Airwave) – (DCS)
Emergency Services Mobile Communications Programme (ESMCP)
End Stage Report (ESR)
Emergency Services Network (ESN)
Factory Acceptance Testing (FAT)
Heads of Groups (HofG)
Incident Command Unit (ICU)
Integrated Risk Management Plan (IRMP)
Learning & Development (L&D)
On Call (OC)
Project Manager (PM)
Public Switched Telephone Network (PSTN)Service Action Notes (SAN)
Site Acceptance Testing (SAT)
D/TBC)
Training Centre (TC)
User Acceptance Testing (UAT)
Whole-time (W/T)