

TO: Policy and Resources Committee

FROM: Deputy Chief Executive Officer (DCEO) - Matthew Warren

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DATE: 17 December 2020

FIRE AUTHORITY PROGRAMME MANAGEMENT – MONITORING REPORT

1. Purpose

- 1.1 The purpose of this report is to provide the Policy and Resources Committee with an update against the projects for 2020/21.

2. Recommendation

- 2.1 The Committee is asked to note the ICCS and Mobilising System Replacement Project update at Appendix 1 and the Programme Status Report, as at December 2020, attached at Appendix 2.

3. Risk Assessment

- 3.1 Political/Economic/Legal – successful achievement of agreed corporate priorities is at risk if the Authority does not have a robust and structured programme and project management governance framework to support the effective prioritising of investment decisions and the allocation, management and control of resources required to achieve them.

4. Background

- 4.1 To support the Service in its strategic planning process, action plans for the financial year 2020/21 have been drafted to mitigate the risks posed to the Service achieving its vision and the opportunities that could be pursued to ensure the vision is realised.
- 4.2 The planning process for this considers the Service's key stakeholders who have been identified as;
- citizens of Cambridgeshire and Peterborough,

- firefighters and staff,
 - senior leadership team,
 - Fire Authority,
 - regional fire and rescue services,
 - partners,
 - Home Office and other government stakeholders.
- 4.3 Each year the action plan for the forthcoming financial year is reviewed to take account of changing risks and opportunities posed to the Service and a number of external factors including the comprehensive spending review, National Framework, Integrated Risk Management Plan, Sustainable Communities Strategies, General Consultation and Legislation.
- 4.4 Having identified the desired outcomes, potential projects and activities required to achieve these are evaluated and prioritised, taking into account any projects from the current financial year that will need to continue into the next in order to be completed.
- 4.5 The evaluation criteria focus on the following areas;
- benefits realisation – outlining the key benefit areas and how they can be achieved,
 - technical complexity – focusing on the complexity of the technical solution,
 - financial implications – including the estimated time and costs for project implementation and post project operational support,
 - business impact – covering the impact on key stakeholders and the organisation,
 - risks – the extent of risk exposure facing the organisation,
 - opportunities – potential opportunities for business development.
- 4.6 This identifies the Type 3 and Type 2 projects that will be given priority in the Business Development Programme for the coming financial year. This will be kept under review and consideration will be given by the Programme Board to suspending existing projects and bringing forward the start of other projects, dependent on the prevailing business and strategic priorities. The primary focus of the Programme Board is to ensure resources across the Service are balanced appropriately.
5. Progress Report on Corporate Projects 2020/21
- 5.1 Appendix 1 provides a more detailed update on the progress of the ICCS and Mobilising System Replacement Project.
- 5.2 The current status of projects directly linked to delivery of corporate priorities is shown at Appendix 2. Throughout the Programme Status Report, the impacts of the COVID-19 pandemic on the individual projects are highlighted.

BIBLIOGRAPHY

| Source Document | Location | Contact Officer |
|-------------------------|--|--|
| Programme Status Report | Fire Service HQ Hinchingsbrooke Cottage Huntingdon | Matthew Warren 01480 444619 matthew.warren@cambsfire.gov.uk |

ICCS and Mobilising System Replacement Project Update

1. Cambridgeshire Fire and Rescue Service currently operate a Combined Fire Control on behalf of Cambridgeshire and Suffolk which is located in Huntingdon. Within the Combined Fire Control they operate a Mobilising Solution and an Integrated Communications Control system (ICCS).
2. The existing contractual arrangement is due for renewal. In addition, the Government led ESMCP project requires all control room infrastructure to be ESMCP compliant. Cambridgeshire Fire and Rescue Service is leading a project to implement a replacement system that guarantees ESMCP compliance with a specification that fully meets our current and future requirements.
3. This project is a key strategic priority for the Service as it is implementing a replacement for our core mobilising functionality. The Fire Authority approved the system replacement in 2019 and the Service has been working closely with the supplier, Systel S.A, to deliver the system into operational service.
4. The project continues to make positive progress despite the impact of the global pandemic. We have worked really hard with Systel to innovate ways to deliver this strategically important project in line with the original schedule.
5. Key achievements since January 2020 have included;
 - The creation of a new secondary control room at Dogsthorpe, (moving from Saint Ives to provide greater resilience).
 - Complete refresh of station end equipment, to bring this in line with new security requirements.
 - Factory Acceptance Testing of the Systel system has successfully taken place remotely via video links between Cambridgeshire and La Rochelle in France.
 - Administrator training has also been conducted remotely via video links.
 - We have taken receipt of the Systel hardware, this is set up in the secondary control location and temporarily there is a partial set up at Service Headquarters to allow for training on site prior to final installation into the existing Combined Fire Control room.
 - Technical design discussions have been conducted to enable us to prepare our infrastructure to operate the new solution.
6. Our next key milestone is to conduct Site Acceptance Testing. This cannot be delivered remotely and will require Systel resources traveling to the UK to conduct the testing on our sites.
7. Whilst both project teams have worked tirelessly to limit a delay in implementation the challenges of doing the majority of the implementation remotely has created a delay. We have worked closely with Systel to review

the project schedule and to ensure the required resources are earmarked to deliver a revised 'go-live' of July 2020 (previously April) is achievable.

8. We will continue to work closely with Systel and review progress against the schedule. However it is worth highlighting that the revised schedule is dependent on the ability of system engineers to travel between France and the UK. Therefore the impact on travel of the global pandemic is a situation that we will need to monitor.