

Business Development Programme Board Status Report – May 2025

P143	Review of Service Headquarters (SHQ)		Type: 3	Status: Green	
Sponsor:	Tamsin Mirfin	Manager:	Jodie Houseago	Support:	Dave Kaye
Stage	End Date	Budget	Brief description		
Stage 1:	30/10/25	£6,000 (expenses)	Gathering requirements, conducting market research, production of high-level Business Case.		
Stage 2:	tbc				
Stage 3:	tbc				
<p>Successes:</p> <p>Population of the requirements document is well underway. At time of writing, the ICT Data Centre and Combined Fire Control requirements are almost ready to go to their respective Head of Group for sign off. Work continues with the Project Team at a meeting on 1 May to review and rank the SHQ baseline requirements identified during the engagement sessions, which will then go for sign off.</p> <p>Ways of working survey has been produced and will shortly be issued across the wider service for completion as part of a project communications update (to include wrap up of engagement sessions, survey introduction, and ways of working guidance next steps).</p> <p>Report produced to summarise key findings from engagement sessions.</p> <p>SHQ building usage reports are being generated. This data will help us understand how SHQ is currently being used, combined with the ways of working survey results and the finalised requirements documentation, these should allow us to formulate answers to two fundamental questions the project needs to answer which are 'what space do we need' and 'what might this space look like'.</p>					
<p>Issues:</p> <p>No new issues to report.</p>					
<p>Risks:</p> <p>No new risks to report.</p>					
<p>Deviations history:</p>					
Deviation ref:	001	Adjustment to both timeline and scope.			28/01/25
Deviation ref:	002	<Change made>			<Date of Change>

GREY: Not Yet Started

RED: Action Required

AMBER: Caution

GREEN: Good Progress

BLUE: Closed

Business Development Programme Board Status Report – May 2025

P146	Service Improvement		Type: 3	Status: Green	
Sponsor:	Stuart Smith	Manager:	Simon Thompson	Support:	n/a
Stage	End Date	Budget	Brief description		
Stage 1:	30/06/25	£400,000	Allocation of Business Rates Grant for trial to cover both On-Call trials.		
Successes:					
<p>The On-Call weekend working trial continues however weekend appliances are not currently going into St.Neots station (B13) due to the ongoing building works.</p> <p>On-Call contract trial – independent chaired review meeting has been completed with some very useful feedback being received. Trial performance reports have been created along with costings of the trial, which are being reviewed.</p> <p>A formal review is due to take place at the nine months point, (April 2025), to understand if the trial needs to be further extended. The results of the trial and any extension period will then be transitioned to the Vision 30 project.</p>					
Issues:					
None.					
Risks:					
None.					
Deviations history:					
Deviation ref:	001	<Change made>			<Date of Change>
Deviation ref:	002	<Change made>			<Date of Change>

GREY: Not Yet Started

RED: Action Required

AMBER: Caution

GREEN: Good Progress

BLUE: Closed

Business Development Programme Board Status Report – May 2025

P148	Integrated Workwear and Personal Protective Equipment (PPE)		Type: 3	Status: Green	
Sponsor:	Wayne Swales	Manager:	Stocker Standen	Support:	Jane Ashwell
Stage	End Date	Budget	Brief description		
Stage 1:	30/06/26	1000.00 (Expenses)	National Framework v requirements outcomes		
Stage 2:	Tbc		Workwear contract agreed		
Stage 3:	Tbc		PPE contract agreed		
Stage 4:	Tbc		Handover to business as usual		
Successes:					
<p>Work continues locally and nationally with the National Firefighter Framework PPE. The staff engagement survey results have been shared service wide. The Project Team are making steady progress with their objectives. Next steps include:</p> <ol style="list-style-type: none"> a) exploring / trialling out of contract workwear options for Property and Fleet Teams, (High Volume Pump). b) exploring future concept ensembles linked to levels of PPE. c) exploring / trialling levels of PPE concept with a limited group – Station Commander upwards. d) a visit to PPE suppliers with the Commercial Team to explore quick win options and a contract review. e) a visit to workwear suppliers with the Commercial Team to explore quick win options and a contract review. f) a visit to Mid Wales Fire and Rescue Service to observe their uniform arrangements as they are not using their structural kit for wide response. <p>We continue to share information between the local and national Equality Impact Assessment (EqIA).</p>					
Issues:					
<p>The legislative changes in procurement regulations will impact the way forward with this project. However, it is hoped that the lead times for the project will help build knowledge and confidence of the Commercial Team prior to awarding PPE contracts.</p>					
Risks: None.					
Deviations history:					
Deviation ref:	001	<Change made>			<Date of Change>
Deviation ref:	002	<Change made>			<Date of Change>

GREY: Not Yet Started

RED: Action Required

AMBER: Caution

GREEN: Good Progress

BLUE: Closed

Business Development Programme Board Status Report – May 2025

P151	Replacement Alerters		Type: 2	Status: Green	
Sponsor:	Simon Thompson	Manager:	Nicky Hoad	Support:	Jack Moseley
Stage	End Date	Budget	Brief description		
Stage 1:	Quarter 1 2026	£60,000 (capital) £1,500 (expenses)	Deliver Replacement Alerters		
Successes:					
<ul style="list-style-type: none"> - requirements submitted to organisations on the framework identified by procurement. - two responses received from framework suggesting they have a suitable product with indicative costs. - costings for both products exceed current capital budget allocated to the project. - Options Appraisal completed and awaiting sign off from Project Board on recommended option. - work continues on reviewing alerter failures and possible solutions. 					
Issues:					
<ul style="list-style-type: none"> - Following information received from two of the key alerter suppliers around their pricing, there is an issue that the costs to replace the current alerts exceeds the capital budget allocated to the project. 					
Risks:					
No new risks.					
Deviations history:					
Deviation ref:	001	P151 Replacement Alerters - Deviation Report for change of scope.docx			27/01/25
Deviation ref:	002	<Change made>			<Date of Change>

GREY: Not Yet Started

RED: Action Required

AMBER: Caution

GREEN: Good Progress

BLUE: Closed

Business Development Programme Board Status Report – May 2025

P152	Asset Database Replacement		Type: 3	Status: Green	
Sponsor:	Wayne Swales	Manager:	Ryan Forman	Support:	Dave Kaye
Stage	End Date	Budget	Brief description		
Stage 1:	31/10/25	£1000 (expenses)	Target Stage 1 completion date		
Stage 2:					
Stage 3:					
<p>Successes:</p> <p>Activities have been reviewed and work continues relating to the following work packages;</p> <ul style="list-style-type: none"> - review of current position and requirements gathering, - market research, - reporting requirements, - EqIA. <p>Governance documents were completed and signed off at the first Project Board meeting including the Project Organisation Plan, Risk Management Plan and Stakeholder Engagement and Communication plan.</p> <p>Our business analyst is supporting the work package lead with requirements gathering. Face to face sessions are planned with the fleet and equipment and hydrants teams. The first session with fleet and equipment was due to take place on 22 April but moved back to 28 April, with hydrants planned for 28 May.</p> <p>Meeting held with Leicester Fire and Rescue Service; unfortunately no collaboration opportunities but willing to share knowledge and information.</p> <p>Market research questionnaire developed and tested. Shared with other fire and rescue services by Graham Wiggins - end date of return is late May - reply by Suffolk so far with a requirements document.</p>					
<p>Issues:</p> <p>None.</p>					
<p>Risks:</p> <p>No new risks.</p>					
Deviations history:					
Deviation ref:	001	<Change made>			<Date of Change>
Deviation ref:	002	<Change made>			<Date of Change>

GREY: Not Yet Started

RED: Action Required

AMBER: Caution

GREEN: Good Progress

BLUE: Closed

Business Development Programme Board Status Report – May 2025

P149	Training Records and Competency System (TRaCS) Review		Type: 3	Status: Green
Sponsor:	Wayne Swales	Manager: James Ball	Project Support: Dave Kaye	
Stage	End Date	Budget	Brief description	
Stage 1:	February 2025	£1000 (expenses)	Options Appraisal to be approved	
Stage 2:	31/12/25		Completion date	
Successes:				
Options appraisal ratified by the Project Board with the preferred option to stay with the current system provider and continue to develop the system to meet end user needs under the new branding of Learning Hub.				
An End Stage Report has been drafted and following approval the project will move into Stage 2:				
Objective 1	Produce a comprehensive requirement document specification to enable us to procure a new system promptly as/when required.			
Objective 2	Monitor and review the performance, usability, and uptake of CFRS Learning Hub, ensuring it adequately meets the needs of CFRS.			
Objective 3	<u>Workstream 1:</u> Assess competencies based on the current model using skills for justice role maps and, where available, role maps for existing specialist skillsets at levels 1,2,3,4 incident command, including non-operational reliance competencies. <u>Workstream 2:</u> A review of existing skillsets based on National Operational Guidance Training Specifications.			
Objective 4	Continue to develop the Learning Hub system and internal structure following the Learning Hub Development Tracker .			
Objective 5	Training – an initial training roll out of all changes and upgrades to the system and recording expectations to be completed. Additionally training on maximising effective use of time to ensure high quality training is delivered on station and across the Service.			
New reports are being field tested, including show and tell to Strategic Leadership Team (SLT).				
Issues: Capacity, sustainability, and prioritisation - the Learning Hub Development Tracker continues to grow as Stage 2 work packages are developed, but much of the work is falling to a small team, with business as usual product development under pressure. We have significantly reduced training hours, yet demand for new content continues, which may not be sustainable long term within current thresholds. Tough decisions are needed to define minimum essential competencies and remove lower-risk content. Objective 3 remains a major outstanding task requiring specialist skills and cannot be absorbed by existing teams. Without additional resourcing and strategic decisions, the project cannot sustain delivery of both structural improvements and core operational needs. These issues must now be formally acknowledged and escalated.				
Risks: There is a risk that the scale and complexity of the work in Stage 2, combined with limited subject matter expertise, may impact delivery leading to delays.				
Deviations history:				
Deviation ref:	001	Options Appraisal: Change to Schedule		December 2024

GREY: Not Yet Started

RED: Action Required

AMBER: Caution

GREEN: Good Progress

BLUE: Closed

Business Development Programme Board Status Report – May 2025

P150 – Community Fire Risk Management Information System (CFRMIS) Move to Cloud Migration		Type: 2	Status: Green
Sponsor: John Fagg		Manager: Dave Reeson	Support: Jack Moseley
Stage	End Date	Budget	Brief description
Stage 1:		£37,320	Year 1 licences
Stage 2:	30/06/25	£19,271	Core migration costs 50% paid
Stage 3:		£9,900	Civica training
Successes:			
<ul style="list-style-type: none"> - A deviation report was approved by Project Board to push 'go live' back to 12 May but due to further delays a revised deviation report has been circulated. The suppliers availability doesn't allow for a 'go live' before June, but a date is yet to be fixed. - Application Programme Interface (API) key shared with the supplier. - Addressing and mapping configuration completed by the supplier. - The supplier has written a utility to do the document conversion from file storage to file stream. - User Acceptance Testing (UAT) within Application Support Group (ASG) ongoing and the major issues we had are now fixed. - Further communications have gone out to explain the reasons for the delay. - We anticipate UAT to begin for end users from late April/early May. 			
Issues:			
<ul style="list-style-type: none"> - The supplier has requested that the current live system be frozen until after 'go live'. No new developments to take place such as quick screen changes. The Project Board has been informed of this. - There is an issue where suppliers capacity to resolve UAT issues and provide support is limited due to other projects and their developer, being the single point of failure. This is causing delays to our fixes and in turn, affecting UAT. 			
Risks:			
<ul style="list-style-type: none"> - There is a risk that due to key resources leaving the organisation on 3/05/25, should there be any further delays to UAT this could impact on the capacity of the Development Team to complete any further works. 			
Deviations history:			
Deviation ref:	001	P150 Request to delay Go Live Date by two weeks	28/01/25
Deviation ref:	002	P150 CFRMIS Move To Cloud Migration - 23.04.25 Deviation report for go live extension 2.1.docx	23/04/25

GREY: Not Yet Started

RED: Action Required

AMBER: Caution

GREEN: Good Progress

BLUE: Closed

Business Development Programme Board Status Report – May 2025

P153	St Ives Relocation		Type: 3	Status: Green	
Sponsor:	Simon Thompson	Manager:	Jodie Houseago	Support:	Jack Moseley
Stage	End Date	Budget	Brief description		
Stage 1:	June 2025	(Refer to Stage 3 budget)	Scope out requirements of new site		
Stage 2:	April 2025	£550,000	Purchase new site		
Stage 3:	August 2026	£600,000	Complete fit out of new site. Relocate operational contingent. Decommission existing site.		
Successes:					
<p>Project kick off meeting successfully took place on 3 April with a good turnout, generating lots of ideas and discussions.</p> <p>Work package leads are currently being identified with meetings being scheduled with them so we can start populating work package activities.</p> <p>The news release we issued out to the Service via SharePoint on 20 March has been identified as one of the top performing posts, (that wasn't emailed out to all users), between January and April 2025.</p> <p>At time of writing, the purchase of the new unit is ongoing.</p>					
Issues:					
<p>Power supply currently provided to the unit is single phase; we require three phase – this will be upgraded once the unit is purchased.</p> <p>Purchase process is taking a little extra time due to waiting on enquiries back via the solicitor.</p>					
Risks:					
<p>The Board has been made aware of, at time of writing, risks around the following areas:</p> <ul style="list-style-type: none"> - planning permission (potential for delays to the project). - routing for network will have to be via alternative supplier ducting (negotiations may be required). - heavier traffic footfall area. 					
Deviations history:					
Deviation ref:	001	<Change made>			<Date of Change>
Deviation ref:	002	<Change made>			<Date of Change>

GREY: Not Yet Started

RED: Action Required

AMBER: Caution

GREEN: Good Progress

BLUE: Closed

Business Development Programme Board Status Report – May 2025

P154	Community and Operational Intelligence (COI)		Type: 3	Status: Green	
Sponsor:	Stuart Smith	Manager:	Nicky Hoad	Support:	Jack Moseley
Stage	End Date	Budget	Brief description		
Stage 1:	October 2025	£1,500 (expenses)	Scoping of requirements and Business Case		
Successes:					
CFRMIS LINK					
<ul style="list-style-type: none"> - Issue of duplicate premises investigated and solution proposed. - Awaiting sign off on solution from the Heads of Groups that are involved. - Workshops help to review data that will be available on mobile data terminals – awaiting sign off by Area Commander's. 					
COI REQUIREMENTS					
<ul style="list-style-type: none"> - Workshops have commenced and currently half way through. - Good input being received from sessions and similar themes are being identified. - Workshops running until Mid-May when requirements will start to be analysed and prioritised. 					
Issues:					
No new issues.					
Risks:					
No new risks.					
Deviations history:					
Deviation ref:	001	Additional workstream for data cleansing Splitting of Project Team and Board Meetings for COI and CFRMIS: P154 Business Case to present Data Quality Issues and request permission to bring into scope of project.docx			22/01/25
Deviation ref:	002	<Change made>			<Date of Change>

GREY: Not Yet Started

RED: Action Required

AMBER: Caution

GREEN: Good Progress

BLUE: Closed

Business Development Programme Board Status Report – May 2025

P155	Fulfilling Potential		Type: 3	Status: Green	
Sponsor:	Matthew Warren	Manager:	Simon Newton	Support:	Jack Moseley
Stage	End Date	Budget	Brief description		
Stage 1:	TBC	£1,000	Expenses		
Successes:					
<ul style="list-style-type: none"> - Successful kick off meeting took place on 4 March with a good turnout. - Weekly meetings taking place with Learning and Organisational Development (L&OD) team to plan next steps. - Development Advisory Board (DAB) opportunity has been filled. The individual identified was offered and accepted the role. - Other work package leads being identified. - Deviation report approved at the first Project Board to extend work packages 1 to 5 to allow more time to plan and deliver the focus groups, and so not to clash with COI Project engagement sessions. 					
Issues:					
<ul style="list-style-type: none"> - None identified. 					
Risks:					
<p>A number of risks were identified and shared with the Project Board, including;</p> <ul style="list-style-type: none"> - lack of engagement or willingness to take ownership of new processes, - difficulty in delivering the cultural aspirations of the Service, - colleagues generally struggle to have difficult conversations, - perceived or actual barriers in place which limit development or promotion, - a risk around the On-Call duty system and their limited time available to engage on drill nights. 					
Deviations history:					
Deviation ref:	001	P155 Fulfilling Potential Project - Deviation Report 08.04.25.docx			08/04/25
Deviation ref:	002	<Change made>			<Date of Change>

GREY: Not Yet Started

RED: Action Required

AMBER: Caution

GREEN: Good Progress

BLUE: Closed

Business Development Programme Board Status Report – May 2025

P156	Vision 30		Type: 3	Status: Green
Sponsor:	Stuart Smith	Manager:	Simon Thompson	Support: Jane Ashwell
Stage	End Date	Budget	Brief description	
Stage 1:	31/12/29	Implementation: £Unknown. Expenses: £5,000	Indicative costs will not be available until the data and scenario modelling has been completed.	
Stage 2:	tbc			
Stage 3:	tbc			
Successes:				
<u>PROJECT BRIEF TO BE APPROVED</u>				
Group Commander Rob Olivier officially joins the project on 1 May, having undertaken the DAB secondment opportunity for Project Support Officer.				
The Project Brief has been submitted for approval by the Business Development Programme Board. Supporting governance documentation is being drafted for approval by the Project Board, including work packages.				
The data and scenario modelling work package lead is due to provide a demonstration of the new software to the Project Board meeting scheduled in May. An update of intentions will then be shared with the Fire Authority in June.				
Indicative costs will not be available until modelling has been completed and fixed parameters have been agreed with SLT.				
Issues:				
There is an issue with resource capacity to achieve project delivery.				
Risks:				
A meeting has been scheduled for 16 May to review and mitigate risks identified to date.				
Deviations history:				
Deviation ref:	001	<Change made>	<Date of Change>	
Deviation ref:	002	<Change made>	<Date of Change>	

GREY: Not Yet Started

RED: Action Required

AMBER: Caution

GREEN: Good Progress

BLUE: Closed

Business Development Programme Board Status Report – May 2025

P157	Control Works			Type: 3	Status: Green
Sponsor:	Wayne Swales	Manager:	Clare Smith		Support: Dave Kaye
Stage	End Date	Budget		Brief description	
Stage 1:	31/10/25	Implementation: Unknown Expenses: £10,000		Project running costs	
<p>Successes:</p> <p style="text-align: center;"><u>PROJECT BRIEF TO BE APPROVED</u></p> <p>The Project Board has been identified. A Project kick-off meeting has been scheduled for 1 May. Work Package leads have been identified and work package development is underway. Project governance, including the Risk Management Plan, Project Organisation Plan and the Project Stakeholder Analysis and Communication Plan have been drafted and will be ready for review at the first Project Board Meeting.</p>					
<p>Issues:</p> <ul style="list-style-type: none"> Nothing to report at this stage. 					
<p>Risks:</p> <ul style="list-style-type: none"> There is a risk that uncertainty surrounding the exact date of Suffolk Fire and Rescue Services departure may impact resource availability to deliver certain project activities, leading to schedule delays. 					
Deviations history:					
Deviation ref:	001	N/A			N/A
Deviation ref:	002	N/A			N/A

GREY: Not Yet Started

RED: Action Required

AMBER: Caution

GREEN: Good Progress

BLUE: Closed