

## Business Development Programme Status Report

June 2020

**Type 3 (High) Projects - Issues/impacts as a result of Coronavirus pandemic shown in red type.**

Project	Issues	Successes	Project Performance	
<b>P124 SharePoint &amp; Microsoft 365 Migration</b> <b>Project Sponsor: Matthew Warren</b> <b>Project Manager: Stuart Grey</b> <b>Completion Date: Initial Migration June 20</b> <b>All Migration - TBD</b> <b>Closure of DMS - Dec 2020</b> <b>Overall status: Green</b>	The importing of the documents from DMS (current system) for the small scale trial of Application Support Group documents has issues that the supplier are currently working through.	The cleansing of the documents has gone well. Awaiting updated project plan from the supplier Migrations will be phased – initial migrations will be completed by end of June.	<b>Board</b>	
			<b>Team</b>	
			<b>Budget</b>	£100,000
			<b>Risk</b>	
			<b>Controls</b>	
			<b>Timescales</b>	Initial migration issues experienced which are being resolved.
<b>P108 Replacement ICCS &amp; Mobilising Solution</b> <b>Project Sponsor: Matthew Warren</b> <b>PM: Jodie Houseago</b> <b>Lead Member: <del>Ellis</del> Jamil &amp; McGuire</b> <b>Completion Date: Contract Award Oct 2019</b> <b>Go Live May 2021</b> <b>Overall status: Green</b>	Factory Acceptance Testing (FAT) delayed by two weeks due to two core components not arriving as scheduled with the supplier. Not confirmed as being due to pandemic/lockdown.  <b>FAT scheduled for 17<sup>th</sup> June and will be conducted remotely (due to COVID-19). Additional work has been required to be</b>	Technical design work continues with the new iteration Technical Design Specification document due out for review shortly.  Next phase of Project sees the focus on critical path activities, which require completion for the Service to apply for CoCo (Code of Connection) through the Home Office. Gaining compliance (mandatory) enables the use of	<b>Board</b>	
			<b>Team</b>	
			<b>Budget</b>	
			<b>Risk</b>	
			<b>Controls</b>	

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<b>P108 Replacement ICCS &amp; Mobilising Solution cont.</b>	<p>able to deliver this remotely. Timescales of pre-requisite work for Station End Equipment (SEE) installations extended due to additional work required to enable working in close contact in confirmed space i.e. risk assessment/purchase of PPE.</p>	<p>Airwave with the new ICCS/Mobs solution.</p> <p><b>Data migration</b> – work continues with regular data workshops hosted by the supplier and attended remotely.</p> <p><b>Secondary control</b> – Aerial work at site booked for 4<sup>th</sup> June. Generator work to be commissioned. New Uninterrupted Power Supply (UPS) installed.</p> <p><b>SEE</b> – Pre-requisite site surveys/audits completed by ICT to determine site-specific requirements prior to supplier install. Property staff member building CAS (Communications Alert System) boxes as identified as a pre-requisite for the equipment installs. 4 builds remaining (out of total of 28) with installations at stations beginning w/c 1<sup>st</sup> June.</p>	<b>Timescales</b>	TBC
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<b>P073 Asset Management Software</b> <b>Project Sponsor: Matthew Warren</b> <b>PM: Stuart Grey</b> <b>Lead Member: N/A</b> <b>Stage 2 Fleet &amp; Equipment Implementation: Dec 2017 ESR March 18</b> <b>Stage 3 &amp; 4 ICT/Miquet software Data ESR Dec-18 Dec 19</b> <b>Stage 5 ICT/Health &amp; Safety Mar 2019 – Sept 2019-Dec 19</b> <b>Property Sep 2019 Dec-19 Feb-20, 31<sup>st</sup> Mar 20</b> <b>Overall Status: Green – to be closed after outstanding issues resolved.</b>	<p>Governance - As a result of the audit carried out by external auditors in Jan/Feb 2019 there is a requirement for process documentation for new operational assets and for the lifetime management of them. Awaiting resource. Head of Group aware and dealing. Operational System ownership being resolved.</p> <p>Risk around day to day management following project close down – being discussed at Board level. DCE has taken on ownership issue for resolution.</p> <p>The resilience of the system administrator role is being reviewed &amp; training of additional personnel undertaken.</p> <p>Due to the current lockdown some of the outstanding issues cannot be closed.</p>	<p>Integration between systems has been migrated into the live system. Being tested to ensure the data that is in HR system is correctly being updated to the asset database.</p> <p>Review of consumables data in the asset database.</p>	<b>Board</b>	
			<b>Team</b>	
			<b>Budget</b>	
			<b>Risk</b>	
			<b>Controls</b>	
			<b>Timescales</b>	End Mar 20. Sponsor agreed no further deviation required.

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<b>P089 ESMCP (Emergency Services Mobile Communications Programme) Oct 18 ESN</b> <b>PM: John Barlow</b> <b>Project Sponsor: Jon Anderson</b> <b>CFRS migration to Emergency Services Network (ESN) commencing Q1-2018. TBC</b> <b>Status: Red</b>	<p>Full Business Case at Cabinet Level approval delayed until further notice.</p> <p>Over 100 5G masts subject to arson attacks by 5G activists. (Includes 53 EE masts). These will need to be replaced prior to rollout.</p>	<p>3 applicants for Regional Programme Manager Post. (Interviews scheduled for w/c 01 June)</p> <p>Coverage Testing Devices received by CFRS. Training scheduled for next week.</p>	<b>Board</b>	
			<b>Team</b>	
			<b>Budget</b>	
			<b>Risk</b>	Potential high costs if Services remain on existing supplier
			<b>Controls</b>	Absence of accurate details
<b>P088 On Call Board Stage 2</b> <b>PM: Karl Bowden</b> <b>Project Sponsor: Rick Hylton-Jon Anderson</b> <b>Lead Member: Cllr Reynolds</b> <b>Sutton Trial - Closed</b> <b>13.5 Ladders – Feasibility Study June 2019 Complete</b>	<p>End Project Report (EPR) was not approved at March Programme Board as more detail required. Meeting scheduled to work on the EPR was cancelled due to coronavirus lockdown/ contingency working &amp; will be rescheduled at appropriate point in the future.</p>	<p>Governance of the On Call work will fall under the Ops excellence Group</p>	<b>Timescales</b>	Still unknown
			<b>Board</b>	
			<b>Team</b>	
			<b>Budget</b>	
			<b>Risk</b>	
			<b>Controls</b>	End Project Report to be reviewed

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<b>Implementation TBD</b> <b>Crewing – Feasibility</b> <b>Study June 2019 Complete</b> <b>Implementation TBD</b> <b>Status: Project Closed</b>			<b>Timescales</b>	
<b>P098 CPSN</b> <b>(Cambridgeshire Public</b> <b>Services Network)</b> <b>Project Sponsor: M Warren</b> <b>PM: John Fagg</b> <b>Contract Award</b> <b>Completion date: June</b> <b>2019 (via VEAT Notice May</b> <b>2017) Dec 2019</b> <b>Overall status: Green</b>		All elements of this project have now been completed, and the Service is fully migrated onto the new solution. The Disaster Recovery has been tested and passed all testing after some initial issues, which were quickly resolved by the supplier. An end project report will be generated	<b>Board</b>	
			<b>Team</b>	
			<b>Budget</b>	Under budget
			<b>Risk</b>	
			<b>Controls</b>	
<b>P102 Unified Comms</b> <b>(Shared Service Project)</b> <b>Project Sponsor: M Warren</b> <b>PM: Sarah Newton</b> <b>Completion Date: Sept</b> <b>2018 April 2019 Nov 2019</b> <b>Project Status : On Hold</b>	Project on hold until telephony work completed in Bedfordshire. Bedfordshire have de-escalated work on their new Telephony system whilst most of the Service are working from home; as providing laptops is more of a priority than the phone system. Currently the action is still with ICT to recommend a solution for Bedfordshire to then review.		<b>Timescales</b>	
			<b>Board</b>	
			<b>Budget</b>	
			<b>Team</b>	
			<b>Risk</b>	
			<b>Controls</b>	
			<b>Timescales</b>	

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<b>P111 Day Crewed Shift System Project</b> <b>Project Sponsor: Jon Anderson</b> <b>PM: Stuart Smith</b> <b>Completion date: Negotiations/Sign collective agreement Oct 2018-July 2019</b> <b>Implementation – Start of Trial Jan 2019</b> <b>April 2019 – May 2019</b> <b>July 2019 to end of Dec 2021</b> <b>Status: Green</b>		Trial ongoing is Business as usual and working well. Continues to deliver during these challenging times.	<b>Board</b>	
			<b>Team</b>	.
			<b>Budget</b>	
			<b>Risk</b>	
			<b>Controls</b>	
			<b>Timescales</b>	
<b>P112 Monkswood</b> <b>Project Sponsor: Matthew Warren/Chris Strickland (once planning granted)</b> <b>Project Manager: Stuart Grey</b> <b>Completion date: First phase Contract signed TBC</b> <b>Status: To be closed</b>		Project to be closed down. New project initiated for Huntingdon Fire Station & A27 relocation. End Project Report to be presented to next Board.	<b>Board</b>	
			<b>Team</b>	
			<b>Budget</b>	
			<b>Risk</b>	
			<b>Controls</b>	
			<b>Timescales</b>	
<b>P126 Huntingdon Relocation</b> <b>Project Sponsor: M Warren</b> <b>Project Manager: Stuart Grey/Simon Thompson</b>		Project Brief has been approved by Programme Board and issued. Set up of Project Board and Team is underway.	<b>Board</b>	
			<b>Team</b>	
			<b>Budget</b>	
			<b>Risk</b>	
			<b>Controls</b>	

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<b>Completion date:</b> <b>Planning phase – Aug 20</b> <b>Build completion -Oct 21</b> <b>Status: Green</b>		Land purchase is being progressed with an agreement on the price reached. Design virtually complete	<b>Timescales</b>	
<b>P115 SHQ Building Changes</b> <b>Project Sponsor: Matthew Warren</b> <b>PM: Stuart Grey</b> <b>Completion date: TBD</b> <b>Status: On Hold.</b>		On Hold –interdependency with relocation of A27 & Training Centre.	<b>Board</b>  <b>Team</b>  <b>Budget</b>  <b>Risk</b>  <b>Controls</b>  <b>Timescales</b>	
<b>P118 Fireground Radios (to include BA radios)</b> <b>Project Sponsor: Ryan Stacey</b> <b>Project Manager: Ed Miller</b> <b>Completion Date:</b> <b>Stage 1 Evaluation – complete</b> <b>Stage 2 Market Analysis + preferred route Complete</b> <b>Stage 3 Route to Market</b>	Delays with material supply due to COVID 19 lockdown unknown impact at this time. Procurement have enquired around supplier issues with supply with no indication returned that delays will impact the project. This will be on going as the project moves.  Testing regime at station could be impacted with COVID	21 April, Board agreed to recommendation paper for route to market now with Framework and tender. London Fire Brigade informed.  Project Team have prepared paperwork to move towards framework procurement process including spec document – Board meeting Friday 5 <sup>th</sup> June for approval to release to tender.	<b>Board</b>  <b>Team</b>  <b>Budget</b>  <b>Risk</b>  <b>Controls</b>	   TBD  Review of risk will take place following next Board decision

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<b>31 Mar</b> <b>Status: Green</b>	restrictions in the community areas that are designated for testing e.g. shopping halls/Hospitals	End Stage Report produced. Overall project currently remains on schedule as original Brief (approved June 2019) was written expecting a full tender with an 18-24 month timeline. Potentially concluded ahead of end date timeline	<b>Timescales</b>	End Stage Report was due 31 Mar, delayed a month. Now finalised & presented
<b>P122 Training Centre Review</b> <b>Project Sponsor: Chris Parker</b> <b>Project Manager: John Sherrington</b>	Engagement with other Services to research other delivery models affected by lockdown/ restricted access.	Despite COVID 19 all work package leads have reported they have been able to maintain steady progression of their work packages, with notable progress attained in Business Support	<b>Board</b>	
			<b>Team</b>	
			<b>Budget</b>	
			<b>Risk</b>	
			<b>Controls</b>	

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<p><b>Completion date: Jan 2021 Jan 2022</b> <b>Status: Amber</b></p>		<p>Group, Support Training Manager and On Call &amp; Whole time work packages.</p> <p>COVID 19 has influenced the scope of work packages with new methods of delivery and working models being identified during this period of pandemic which are notably worthy of consideration for application. These will be considered for inclusion within the resulting options appraisals. Liaising with Huntingdon relocation project re timelines</p>	<p><b>Timescales</b></p>	
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### Type 2 Projects

Project	Issues	Successes	Project Performance	
<p><b>P100 Training Recording &amp; Competency System (TRaCS)</b> <b>Project Sponsor: Simon Newton</b></p>	<p>COVID-19 has extended timescales of user engagement events – user group specific webinars planned to help mitigate.</p>	<p>Business Intelligence and Performance completed data analysis on the completion rates of TRaCS elements. There is a clear increase, indicating engagement</p>	<b>Board</b>	
			<b>Team</b>	
			<b>Budget</b>	
			<b>Risk</b>	
			<b>Controls</b>	

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<p><b>PM: John Sherrington-Rob Olivier</b>  <b>Lead Member: N/A</b>  <b>Completion date: Options Appraisal/Business Case 01/04/2017 Complete</b>  <b>Stage 2: Completion Q4 2018-Jan 2019</b>  <b>Stage 3: Specialist roles Completion April 2019</b>  <b>Stage 3 Phase 2 CFC and Professional Support Staff Completion Oct 2019</b>  <b>Stage 4 June 2020</b>  <b>Overall Status: Green</b></p>	<p>Application Support Group (ASG) capacity still a challenge, due to the newly recruited Assistant eLearning Developer due to start on June 1<sup>st</sup>, now not joining CFRS. – Recruitment process now restarted.</p> <p>STEP integration risk added to the register. ASG have been communicating with the supplier to gain specific guidance to assist STEP developers to stabilize API problems. Issue now resolved.</p> <p>SharePoint Interdependency re: Assessment Forms Links to be re-established after migration from DMS.</p>	<p>activities and use during COVID-19 conditions has been positive. Positive progress which would not have been achieved via IPDS (previous system).</p> <p>Combined Fire Control specific amendments to system complete</p> <p>External Contractor making excellent progress towards clearing backlog of eLearning content.</p> <p>TRaCS competency data was utilised by the On Call support team to present options to Chief Officer Advisory Group regarding re-introducing drill nights to ensure On Call staff are able to maintain their core operational competencies during the Covid-19 pandemic. Regulated drill sessions have now started focusing on risk critical elements and needs of specific individuals.</p>	<p><b>Timescales</b></p>	
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Project	Issues	Successes	Project Performance	
<b>P093 Co-Responding</b>		Full evaluation – now completed.	<b>Board</b>	

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<b>Project Sponsor: Jon Anderson</b> <b>Project Manager: Karl Bowden (part of P088)</b> <b>Lead Member: N/A</b> <b>Co-Responding Trial End</b> <b>End of July</b> <b>Nov 2017</b> <b>Overall status: Amber</b>		To be feedback through Programme Board.	<b>Team</b> <b>Budget</b> <b>Risk</b> <b>Control</b> <b>Timescales</b>	
<b>P075 Review of Rescue Capability + Replacement IRU.</b> <b>Reinitiated Feb 2018</b> <b>PM: Jamie Johnson</b> <b>Project Sponsor: Jon Anderson</b> <b>Completion Date: May 31<sup>st</sup></b> <b>Dec 31<sup>st</sup> 2019</b> <b>TBD</b>  <b>Overall Status: Green</b>  <b>Replacement IRU on the run April 2018 June July 2018 - Complete</b>		<b>Specialist equipment</b> – Awaiting confirmation that funds are available before we can purchase Equipment.  <b>Boats-</b> Training roll out was suspended due to Covid-19, this has now been rescheduled and due to commence in the coming weeks. There are minimal numbers left to train, once completed Boats will go on the run.	<b>Board</b> <b>Team</b> <b>Budget</b> <b>Risk</b> <b>Control</b>  <b>Timescales</b>	Training for boats to be extended due to COVID 19, but now underway again

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<b>P116 Aerial Replacement Project</b> <b>Project Sponsor: Chris Parker</b> <b>PM: Matt Murdoch</b> <b>Completion date: Feb 2021</b> <b>Overall status: Green</b>	<b>Pinch point in schedule as a result of COVID 19 will be with regards to testing &amp; sign off once vehicles are in the Service.</b>	On schedule. Both suppliers were closed at start of lockdown but have now re-opened. Supplier have TTL issue abroad but to date this is not impacting the UK. Expected delivery date late Aug/Sept	<b>Board</b>	
			<b>Team</b>	
			<b>Budget</b>	
			<b>Risk</b>	
			<b>Controls</b>	
			<b>Timescales</b>	
<b>P119 Hydrant Software Review Project</b> <b>Project Sponsor: Ryan Stacey</b> <b>Project Manager: Nicola Smith</b> <b>Completion Date: Phase 1 30<sup>th</sup> June 31/10/2019 (Review Stage )</b>  <b>Stage 2 – August 2020</b> <b>Overall Status : Green</b>	Waiting on Supplier to send new contract through following Board agreement to extend Hydra for 6 months.  Identified asset database did not contain all hydrant data (only live hydrants).Waiting on supplier to deliver a script to support full data migration from Hydra to the asset database  Getting a full set of data into the system is holding up other work.	Application Support Group are working with stakeholders to complete a field-mapping exercise between Hydra and the asset database; including confirmation of the required fields, so that the data repository can be built in the asset database.  A basic web map has been built to display Live hydrants. When other hydrant types are migrated they will be displayed in different colours on the map.  New version of asset database expected but will need to build a 'middle process' developing comprehensive documents to support Users.	<b>Board</b>	
			<b>Team</b>	
			<b>Budget</b>	Savings as work will be internal
			<b>Risk</b>	Reliant on internal staff
			<b>Controls</b>	
			<b>Timescales</b>	

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<b>P120 SHQ Barrier</b> <b>Project Sponsor :M Warren</b> <b>Project Manager: M Moore</b> <b>Phase 1 Barrier Install</b> <b>Completion Date: Oct 2019</b> <b>31/03/2020-TBC</b> <b>Phase 2 Additional work</b> <b>TBC</b> <b>Overall status: Green</b>	<b>Government and Service</b> <b>restrictions on work preventing</b> <b>completion of barrier at SHQ.</b>  Deviation report for extended timescales to be submitted once dates known.	Continuing with as much work as is possible during current lockdown ICT have now installed switch & exploring if the supplier can complete work during COVID 19 conditions. Issue is not being able to gain access to Combined Fire Control for the work to be completed.	<b>Board</b>	
			<b>Team</b>	
			<b>Budget</b>	Deviation report to be drafted for Phase 2 additional work
			<b>Risk</b>	
			<b>Controls</b>	
			<b>Timescales</b>	Deviation Report
<b>P121 Fire Behaviour Training (FBT)</b> <b>Decommissioning</b> <b>Project Sponsor: C Parker</b> <b>Project Manager: K Turner</b> <b>Completion Date: TBD</b> <b>Overall status: In Planning</b>	<b>Work now paused as</b> <b>contractors are unable to</b> <b>access site to conduct</b> <b>necessary activities to</b> <b>formulate a quote.</b>		<b>Board</b>	
			<b>Team</b>	
			<b>Budget</b>	
			<b>Risk</b>	
			<b>Controls</b>	
			<b>Timescales</b>	
<b>P125 ICU</b> <b>Project Sponsor: Simon Newton</b> <b>Project Manager: John Tyrrell</b>	Project Manager has been on sick leave. Options Appraisal will be later than scheduled but project is still on target.	Currently assessing what we want for the unit.  <b>No update received for this project – This is the update</b>	<b>Board</b>	
			<b>Team</b>	
			<b>Budget</b>	
			<b>Risk</b>	
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### Glossary

**Cambridgeshire Fire & Rescue Service (CFRS)**  
**Cambridgeshire Public Services Network (CPSN)**  
**Chief Officers Advisory Group (COAG)**  
**Chief Fire Officers Association (CFOA)**  
**Combined Fire Control (CFC)**  
**Content Management System (CMS)**  
**Emergency Services Mobile Communications Programme (ESMCP)**  
**End Stage Report (ESR)**  
**Fire & Rescue Service (FRS)**  
**Fire Service Headquarters (SHQ)**  
**Incident Command Unit (ICU)**  
**Official Journal of European Union (OJEU)**  
**Risk Assessment Method Statement (RAMS)**  
**Road Traffic Collisions (RTC)**  
**Sequel server (SQL)**  
**Skype for Business (SfB)**  
**Station End Equipment (SEE)**  
**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)**

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