

**ESSEX POLICE, FIRE AND CRIME COMMISSIONER
FIRE & RESCUE AUTHORITY
Essex County Fire & Rescue Service**



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Report Authors	Head of Portfolio, Governance & Assurance		
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1. RECOMMENDATION(S)

This is a quarterly report on the portfolio of change for the period of Q4 2023/2024 and is for information only.

2. EXECUTIVE SUMMARY

This report is produced for the Portfolio Management Board (PMB), the Performance & Resourcing Board (P&R), and other key members of Essex County Fire and Rescue Service (ECFRS). It is produced at a quarterly frequency to monitor performance of the projects and programmes in the Service's change portfolio, ensuring that budgeted resources are aligned to priorities, and being used effectively and efficiently.

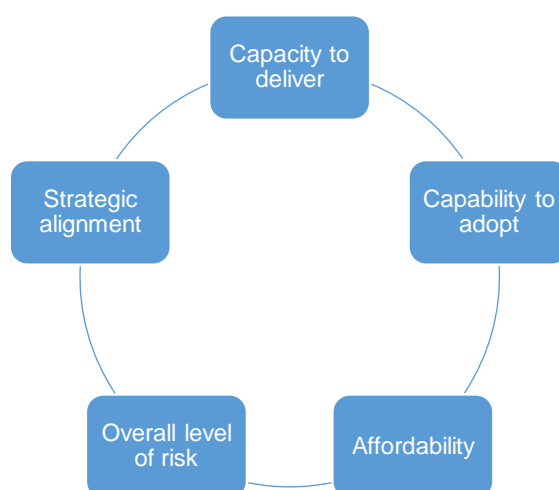
3. BACKGROUND

The Portfolio of Change is created to deliver 'transformational' change in the "Change the Business" space against the Service's core strategies, aligning to both our Fire and Rescue Plan (FRP) and our current Integrated Risk Management Plan (IRMP).

"Change the Business" is concerned with delivering new capability, products & services using a project approach, with resources and budgets assigned only for the duration of the project. A project or programme is temporary in nature, has a defined start and end, and defined outcomes to be achieved. 'Change' activity at the Service is usually the more significant transformational improvement activities.

When determining whether something is 'Business as Usual' (BAU) or 'Change', we consider the following five questions:

1. Do we have the capacity to deliver?
2. Do we have the capability to adopt?
3. Is it affordable? Is there a budget and what are the source of funds?
4. What is the overall level of risk?
5. Does it fit with our strategic goals and objectives?



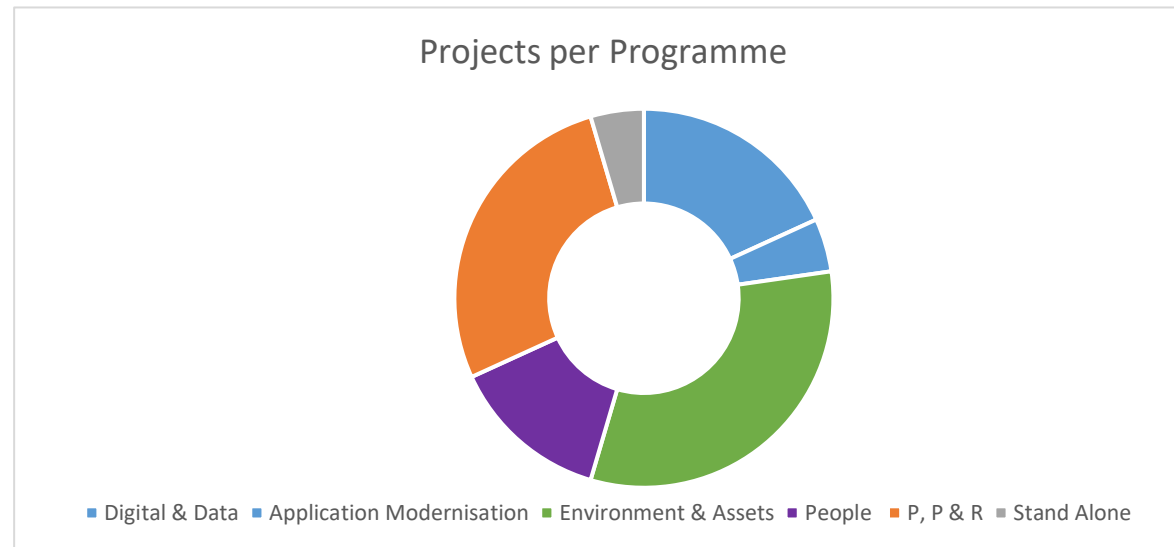
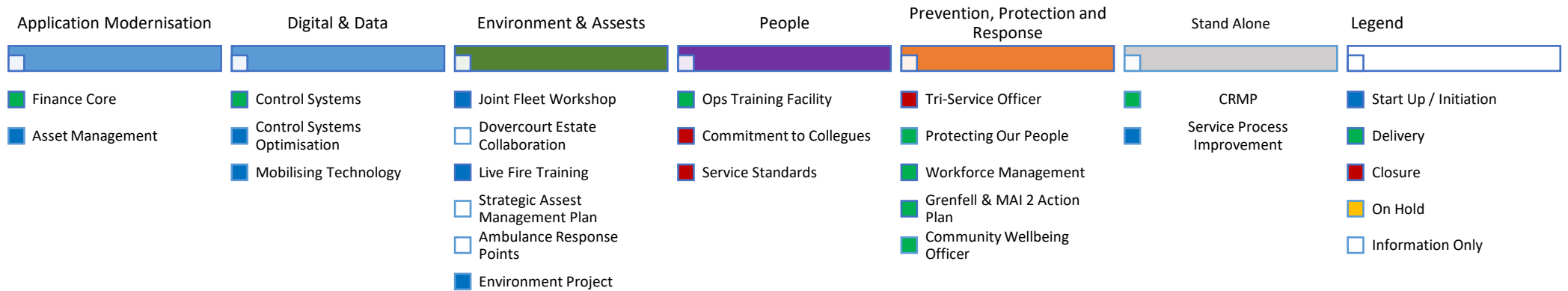
The Portfolio of Change is an essential part of our accountability to the PFCC in providing assurance that the Service is delivering against the priorities set out in the FRP and delivering on the changes required.

The Portfolio of Change aligns to our core Service strategies, which have been defined as sub-portfolios, these being:

- Digital and Data (D&D) Strategy
- Estates Strategy
- People Strategy
- Prevention, Protection and Response (PP&R) Strategies

In 2022-2023, we integrated our Collaboration Activity by aligning activities managed by Essex Fire as “change” to our sub-portfolio: D&D, Environment & Assets (E&A), People and PP&R. There are officially two sub-programmes in the D&D space: D&D and Application Modernisation. This is due to the way they are funded: the D&D Programme has funding and Application Modernisation does not, and funding is requested on a project-by-project basis. We now see that split between our “change” and “business as usual” collaborative activities in our governance models.

4. ECFRS PORTFOLIO OF CHANGE



The Portfolio of Change is managed by the Service’s Portfolio Management Board (PMB) which combines three key responsibilities:

- Decisions about inclusion of all projects & programmes into the portfolio, ensuring that budgeted resources are aligned to priorities and are being used effectively and efficiently. No change activity should be included within the portfolio, or funded, without approval of the PMB.
- Decisions about the closure of all projects and programmes out of the portfolio; no change activity should be closed without the approval of PMB.
- Responsible for monitoring portfolio progress, resolving issues that may compromise delivery and benefits realisation.

The PMB compliments the work of the Continuous Improvement Board (CIB) and the definition and approval of the Continuous Improvement Plan, which identifies the strategic priorities from the FRP, IRMP and the Service’s core strategies as defined earlier in this document. Continuous Improvement Plan activity is defined as any areas for improvement that can be delivered using current staffing and financial resources, including those that have been identified through His Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) inspections or audits.

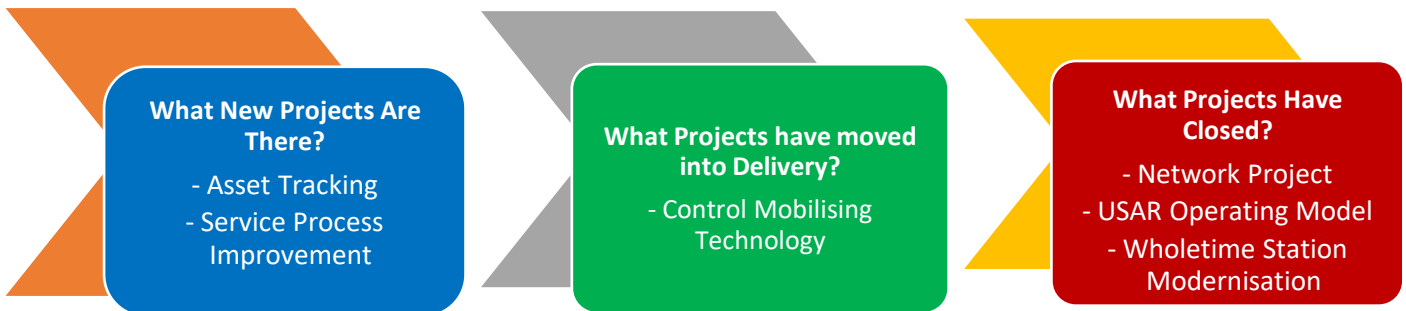
Service improvement activity is defined as “Run the Business” activity which sits within the Continuous Improvement Plan, or “Change the Business” activity which sits within the Portfolio of Change.

Both the Portfolio of Change and Annual Plan have separate governance models as detailed below:



5. Q3 2023/2024 PROGRESS: WHAT'S CHANGED?

Projects Initiated		In-Flight Projects		Projects Closed	
Q3	Q4	Q3	Q4	Q3	Q4
3	2	22	21	3	3



6. Projects Initiated

Asset Tracking - The Service does not currently have an asset tracking capability, thereby relying on a combination of paper-based methods and manual effort to track appliance equipment across our stations. Aimed at reducing the risk of loss of appliance equipment, this project is looking to procure a technology-driven asset tracking solution to track appliance equipment, which can be misappropriated at multi appliance events. In addition, it will provide valuable data and insights for strategic decision-making related to equipment utilisation and allocation. By ensuring there are fewer losses, and appropriate equipment placement, the Service can provide better value for money and ensure we are able to respond effectively.

Service Process Improvement –The Service are looking to embark on a transformative Service Process Improvement initiative, by conducting a service-wide process review to identify opportunities for improvement, with a focus on productivity and efficiencies. The primary objective of this initiative is to optimise Service efficiency, with a commitment to continuous improvement. The implementation of administrative automation and simplification measures will play a pivotal role in achieving these objectives. By ensuring that internal processes are performed efficiently, the Service will be able to reallocate employee effort to activities which further improve our service to the public.

7. Projects Moved into Delivery

Mobilising Technology – This project has secured funding for the first of four planned tranches, enabling it to move into delivery with Tranche A – the replacement of outdated, unsupported, and unreliable Station End Equipment such as Tip Sheet Printers. This work will ensure that the Service can continue to respond reliably to the public as well as avoiding the ongoing cost of repairs.

8. Projects Closed

Network Project - The new Software-Defined Wide Area Network (SD-WAN) has successfully delivered a modern, robust, faster and more secure network, which supports the use of new cloud-hosted software such as the Control System.

USAR Operating Model – This project allowed us to gain a clear understanding of the location and footprint requirements for USAR going forward to ensure our estate solution is right-sized. In addition, the project sought to develop a positioning paper that considered different operating models and made recommendations to ensure this service is effective and efficient. Following this, it was established that staying in the same location, Lexden, and working to the same operating model continues to provide the best service to the public. Furthermore, the Service now has a clear view of the USAR service provision, requirements and options should national funding be withdrawn.

Wholetime Station Modernisation - At PMB, in February 2024, it was identified that this project was no longer aligning to the criteria of a 'Change' project due to its increasingly variable scope and subsequent extended timescales. Therefore, it was agreed that this work should progress as BAU within the Corporate Services directorate. PMB will still receive regular reports through the Capital Programme, so as to maintain visibility of the effort, costs and progress in this space.

9. IMPACT ON THE PUBLIC

This looks at the projects which have closed this quarter, and how the change delivered aligns to our IRMP objectives, and ultimately impacts the public of Essex. We have also included benefits realised where applicable.

Network Project – Due to this project being internally focused, this project has not delivered any direct impact on the public. However, by the network being more modern and robust it will mean that there are less likely to be technical issues which could impact our response. If our network speeds work faster this could help us develop efficiencies which may save costs or enable us to reallocate human resource which could be used to improve our service to the public. Also due to having a modern network system, this will allow some project(s) to be developed off the back of this project closing, which in turn could have a positive impact on the public in the future.

USAR Operating Model – The review took into consideration the operational needs of the Service in its provision of a USAR/ISAR response function to the people of Essex, providing an appropriate level of specialist response capability. The recommendations considered several delivery models based on options identified by key stakeholders. These options were assessed against criteria including key KPIs defined by National Resilience.

Wholetime Station Modernisation - Due to the Wholetime Station Modernisation project closing prematurely, and moving into Property Services BAU, this project has not yet impacted the public.

10. PROGRAMME MILESTONES

Programme closure dates will follow once all projects have closed at which time the programme can be reviewed, reported on, and closed as appropriate.

D&D Programme

Programme Delivery Date: 31 July 2025

- Control Systems Phase 1 - Project Closure - May 2024
- Control Optimisation - Project Brief - Project to be initiated - June 2024
- Control - Mobilising Technology - Station End Equipment Contract Procurement - September 2024

App Modernisation

Programme Delivery Date: 30 June 2025

- Finance System - System Go Live - April 2024
- Finance System - Phase 2 Expenses - July 2024
- Asset Tracking - Project Initiation Document - June 2024

Environmental & Assets Programme

Programme Delivery Date: 31 December 2026

- Strategic Asset Management Plan (SAMP) - No further activity.
- Environment - Completion of Carbon Zero Roadmap - June 2024
- Joint Fleet Workshops - Phase 2 - Legal advice on delivery vehicle April 2024 / Workforce and Staff Structure - July 2024
- Live Fire Training - RIBA Stage 3 Completion - October 2024
- Dovercourt Estates Collaboration - Project Completion - May 2025
- Ambulance Response Points - Completion of final phase - March 2026

People Programme

Programme Delivery Date: 30 May 2024

- Service Standards - Project Completion - May 2024
- Commitment to Colleagues - Project Completion - May 2024
- Operational Training - Project Completion - December 2024

P, P & R Programme

Programme Delivery Date: 30 April 2024

- Tri-Service Officer - Project Closure & Handover to BAU - May 2024
- Protecting Our People (POP) - Project Completion - December 2024
- Community Wellbeing Officer - Conclusion of Pilot - December 2024
- Grenfell & Manchester Arena Inquiry - Project Closure - March 2025

Stand Alone

Community Risk Management Plan (CRMP) - Project Completion - December 2024

11. OPTIONS AND ANALYSIS

There are no options presented as part of this report, this is a quarterly update for information only.

12. RISKS AND MITIGATIONS

All risks are managed at the relevant portfolio, programme, and project levels, using our corporate risk tool JCAD.

13. LINKS TO FIRE AND RESCUE PLANS

The Portfolio of Change has been mapped to understand the alignment to the Fire & Rescue Plan and current Integrated Risk Management Plan (IRMP), and our programmes established to support this strategic alignment.

14. FINANCIAL IMPLICATIONS

There are no financial implications at a portfolio level, these are managed at individual project and programme levels.

15. LEGAL IMPLICATIONS

There are no legal implications at a portfolio level, these are managed at individual project and programme levels.

16. STAFFING IMPLICATIONS

There are no staffing implications at a portfolio level, these are managed at individual project and programme levels.

17. EQUALITY AND DIVERSITY IMPLICATIONS

There are no equality and diversity implications at a portfolio level, these are managed at individual project and programme levels.

The actions being taken will not have a disproportionate impact on individuals with protected characteristics (as defined within the Equality Act 2010), when compared to all other individuals and will not disadvantage people with protected characteristics.

Race	N	Religion or belief	N
Sex	N	Gender reassignment	N
Age	N	Pregnancy & maternity	N
Disability	N	Marriage and Civil Partnership	N
Sexual orientation	N		

If an impact on one group or more is anticipated, a full People Impact Assessment must be completed and **attached to the report**. Please also look to add other comments to ensure that a review has been properly considered as part of this report process.

The Core Code of Ethics Fire Standard has been fully considered and incorporated into the proposals outlined in this paper.

18. HEALTH AND SAFETY IMPLICATIONS

There are no health and safety implications at a portfolio level, these are managed at individual project and programme levels.

19. CONSULTATION AND ENGAGEMENT

This report is reviewed by our Portfolio Management Board (PMB) before progressing to P&R Board, so PMB members are engaged and their feedback is incorporated before submission to P&R Board.

20. FUTURE PLANS

We manage a portfolio pipeline for requested and upcoming change activities. The activities that currently sit in our pipeline, and for which discovery work should progress in Q1 of 2024/25, are as follows:

- **Fleet Workshops System (Tranman)** – This project will aim to identify a replacement for our Fleet Management System which is currently Tranman. This is due to the retirement and de-commissioning of the current software. Additionally, this will provide us with an opportunity to move the system from on premise to cloud-based storage in line with the D&D Strategy. This project will ensure that the public can continue to rely upon Service appliances.
- **Implementation of the Policy Framework** – This project will aim to implement a standardised policy framework and a centralised policy repository. This will bring unprecedented clarity and consistency to how we create, manage, and access policies in the Service. In turn, this may enable us to provide a more consistent and efficient Service to the public.
- **Service Target Operating Model** – This project looks to develop a strategic framework that defines how ECFRS will be organised to deliver its strategic objectives. It will outline how processes, technology, governance, and people will interconnect and interact to work effectively and efficiently so as to provide the public with an improved service and value for money.
- **HR & Payroll Strategic Solution** – This project will provide a solution beyond the current contract with Civica. During 2023/24, it was moved from the portfolio, back into the pipeline, as funding was not available to deliver it in 24/25. In the meantime, the current Civica contract has been extended and, positively, collaboration opportunities with other services will be explored. Ultimately, collaboration may provide better value for money for the public.
- **On-Call Initiatives** - This project aims to explore opportunities to optimise the benefits to the public of our On-Call resource. Initiatives will primarily focus on retention, availability and workspaces.

21. LIST OF BACKGROUND PAPERS AND APPENDICES

N/A