

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



Meeting	Essex Fire & Rescue Performance & Resources Board	Agenda Item	10
Meeting Date	23 rd October 2017	Report Number	
Report Author:	Ben Pilkington, Assistant Director (Programme 2020)		
Presented By	Adam Eckley, Chief Fire Officer		
Subject	Change Board – Progress Report		
Type of Report:	Information		

RECOMMENDATIONS

1. Members of the Board are asked to note the contents of the report. Chief

BACKGROUND

2. The Change Board functions to oversee all Change, namely projects and programmes, underway within the Service. This includes those initiated under Programme 2020 but also includes a much wider range of activity.
3. The Change Board has built upon the governance model established with Programme 2020 and further developed with the involvement of those responsible for delivering change.
4. This is the monthly progress report which provides highlights of all activity underway.
5. A single page summary of all activity is presented in Appendix A. Each activity is assessed against the approved tolerances for budget, schedule, scope and benefits.
6. The highlight report for each is listed in the following pages.

DETAILED UPDATES

Project name	XP & WINDOWS 2003 REMEDIATION
Project reference	
Project manager	Martin Chester
Project sponsor	Jan Swanwick
Reporting period	Sept 17

Status summary	90% Complete. Last few desktops and servers identified and targeted for upgrade
RAG status - budget	Green
RAG status - schedule	Green
RAG status - scope	Green
RAG status - benefits	Green

Activity this period	Planning for final phase
Key communication/ engagement undertaken this period	None
New risks	None
New issues	None

Activity planned next period	Implementation of final phase
Key communication/ engagement planned next period	None

Project name	GREEN BOOK JOB EVALUATION
Project reference	804
Project manager	Bernie Beckett
Project sponsor	Mark Stagg
Reporting period	September 2017

Status summary	In progress – PID agreed at December Programme Board – moving into third phase of the project.
RAG status - budget	Green
RAG status - schedule	Green
RAG status - scope	Green
RAG status - benefits	Green

Activity this period	<ul style="list-style-type: none"> • Held first internal JE panels and had the results QA'd by Hay. • Read-only Access arranged to the HAY JEM tool – database of all ECFRS evaluations • As at 06.09.17 Job Evaluation Appeal numbers as follows: <ul style="list-style-type: none"> ○ 26 Appeals ○ 15 Final outcomes received ○ Pay policy – there are three papers going to SLT: <ul style="list-style-type: none"> ○ Agree clarification on scope and approach ○ Pay and grading policy to be discussed ○ Market Supplement to be discussed
Key communication/ engagement undertaken this period	First internal JE panel held.
New risks	None to add
New issues	None to add
Activity planned next period	<ul style="list-style-type: none"> • Next JE internal panel arranged for 28th September • Planning for Phase 3 being reviewed and updated and now including the Pay Policy development and negotiation.
Key communication/ engagement planned next period	<ul style="list-style-type: none"> • Updates will be provided in the Weekly Update • Steering Group Meetings to be held • Ongoing communications for managers and affected employees

Project name	PEOPLE STRUCTURES
Project reference	806
Project manager	Bernie Beckett
Project sponsor	Mark Stagg
Reporting period	September 2017
Status summary	PID agreed – Moved into 2nd Phase - Implementation
RAG status - budget	Green
RAG status - schedule	Amber – implementation of rank to role begun however may not all be complete by end of month
RAG status - scope	Green
RAG status - benefits	Green
Activity this period	<p>Project Overview</p> <ul style="list-style-type: none"> • Meetings held with Rep Bodies to discuss implementation • 1 x Review Panel held <p>Rank to Role Workstream</p> <ul style="list-style-type: none"> • 1:1 Consultation documents completed and most returned from Station Managers • Transfer letters sent to all displaced Watch Managers via post and email • Assessment Panel booked for 29th September which

	<p>includes Rep Bodies</p> <ul style="list-style-type: none"> • Q&A updated and distributed accordingly • Outcome letters for all other employees in draft / awaiting approval <p>Grey/Green Book</p> <ul style="list-style-type: none"> • Agreed all current postholders to stay in post • Business Case process in development • HR Business Partners holding Individual meetings with Heads of Service to discuss outcomes of Grey/Green and Management Review II • Communication materials updated <p>Management Review II</p> <ul style="list-style-type: none"> • Department structures and establishments finalised • Information materials developed • HR Business Partners holding individual meetings with Heads of Service to discuss outcomes of Management Review II and Grey/Green <p>Talent Pool/Promotion Process</p> <ul style="list-style-type: none"> • Crew manager process completed • All successful applicants placed in talent Pool pending role allocation • Individual feedback provided <p>Flexiduty Rota</p> <ul style="list-style-type: none"> • Following the recent decision to retain the existing three week flexi rota, a second paper was submitted for agreement on overall flexi officer numbers. The Review Panel agreed that overall officer numbers would remain at current levels: <ul style="list-style-type: none"> ○ 30 Level 2s ○ 11 Level 3s • This Workstream has therefore concluded and our Operations Department will review the flexi rota guidance.
Key communication/ engagement undertaken this period	<ul style="list-style-type: none"> • Updates for all workstreams within the project included in weekly ebrief • Managers Briefings • P2020 Newsletter • Station Manager briefing regarding launch of consultation for Rank to Role complete • Continuing 1:1 meetings held with Heads of Service
New risks	No new risks identified
New issues	No new risks identified
Activity planned next period	<p>Project Overview:</p> <ul style="list-style-type: none"> • Review Panel to discuss Flexiduty Rota • Implementation paper to go to SLT • Project meeting

	<p>Rank to Role</p> <ul style="list-style-type: none"> • Gather feedback from station based employees • Letters sent to all displaced WMs and Crew Managers • Letters sent to be sent out to all Station based employees regarding the Rank to Role changes • 1:1 meetings continue to be held with Heads of Service to discuss outcomes from Grey/Green and Management Review II • Assess roles that have not been assessed as yet • Finalise specialist job descriptions that have not yet been finalised • Update station based job descriptions to reflect format agreed with Representative Bodies <p>Grey/Green</p> <ul style="list-style-type: none"> • Business case process to be consulted with Representative Bodies • Communicate business case process once approved <p>Talent Pool/Promotion Process</p> <ul style="list-style-type: none"> • Feedback and development • Launch of Phase 2 • Assessor training taking place
Key communication/ engagement planned next period	<ul style="list-style-type: none"> • Monthly Project Team Meetings • Weekly update on intranet • Monthly Newsletters • Update to be provided at Managers Briefings • Communications updated further to consultation

Programme name	PEOPLE SYSTEMS
Project reference	816
Project manager	Peter Morath
Project sponsor	Mark Stagg
Reporting period	30/08/2017 – 15/09/2017
Status summary	The programme is in progress.
RAG status - budget	Green – the programme is within budget
RAG status - schedule	Amber – the programme has projects that have delays
RAG status - scope	Amber – the programme has projects that have amended scope
RAG status - benefits	Green – the programme expects to realise documented benefits

Activity this period	<ul style="list-style-type: none"> • Supporting the HOBS Project • Supporting the eLearning Project
Key communication/engagement undertaken this period	<ul style="list-style-type: none"> • Change Board • SLT • Programme Board
New risks	<ul style="list-style-type: none"> • Programme risks under review due to change in scope for HOBS and change in schedule for OAM. Identification of risks for eLearning during Project Identification Documentation phase.
New issues	<ul style="list-style-type: none"> • None
Activity planned next period	<ul style="list-style-type: none"> • Continued support for the HOBS Project • Continued support for the eLearning Project
Key communication/engagement planned next period	<ul style="list-style-type: none"> • Change Board • SLT • Programme Board

Project name	HR & OD BUSINESS SYSTEM
Project reference	816
Project manager	Dena Morrison
Project sponsor	Mark Stagg
Reporting period	30/08/2017 – 15/09/2017

Status summary	The project is in progress
RAG status - budget	Green – there are no indications that the project will go over budget
RAG status - schedule	Amber – the new project is currently working to a reviewed timeline that is yet to be approved
RAG status - scope	Red – the project scope has been extended and the PID updated
RAG status - benefits	Green – the benefits are still expected to be realised

Activity this period	<ul style="list-style-type: none"> • Data cleansing and data collection will continue to go live. • Learning Management Training day • Learning Management, Human Resources, Payroll, Time and Attendance Consultation days • Scope of project amended and Project Initiation Document (PID) submitted to Change Board. Revised timelines agreed, more information required for PID. • System build progressed including: <ul style="list-style-type: none"> ○ Interface reports ○ Standard reports
-----------------------------	---

	<ul style="list-style-type: none"> ○ Workschedules and Rotas ○ Team activity ○ Contract terms – operational, support and casual ○ Hierarchy and reporting lines ○ User profiles ○ Mail merge templates
Key communication/ engagement undertaken this period	<ul style="list-style-type: none"> ● Programme Board update ● SLT update ● Change Board
New risks	<ul style="list-style-type: none"> ● Risks being reviewed as a consequence of review of PID
New issues	
Activity planned next period	<ul style="list-style-type: none"> ● Consultation days continue ● System Build ● Change in Payroll Support ● Lesson plan workshops ● Finalise UAT requirements
Key communication/ engagement planned next period	<ul style="list-style-type: none"> ● Programme Board ● Change Board ● Station Visits

Project name	OPERATIONAL AVAILABILITY MANAGEMENT
Project reference	815
Project manager	Beth Claydon
Project sponsor	Dave Bill
Reporting period	30/08/2017 – 15/09/2017
Status summary	<p>The Operational Availability Management (OAM) project is on hold. This is due to the project dependency on the implementation of the new HR system (Carval) being delivered under the Human Resources Organisational Design Business System (HOBS) project.</p> <p>The OAM project will restart in early 2018, once we have a clear view of the HOBS outputs, which are necessary for defining our 'Availability Management' requirements.</p>
RAG status - budget	Green – the budget has yet to be finalised, only the brief approved
RAG status - schedule	Green – the schedule has yet to be finalised, only the brief approved
RAG status - scope	Green – the scope has yet to be finalised, only the brief approved
RAG status - benefits	Green – the benefits have yet to be finalised, only the brief approved

Activity this period	<ul style="list-style-type: none"> • Project Board meeting held and suspension of the project agreed. • Comms to key stakeholders and rep bodies.
Key communication/ engagement undertaken this period	<ul style="list-style-type: none"> • Comms to key stakeholders and rep bodies outlining the status of the project.
New risks	<ul style="list-style-type: none"> • None
New issues	<ul style="list-style-type: none"> • None

Activity planned next period	<ul style="list-style-type: none"> • No activity planned for the next period due to suspension of the project.
Key communication/ engagement planned next period	<ul style="list-style-type: none"> • No communication / engagement activity planned for the next period due to suspension of the project.

Project name	E-LEARNING
Project reference	
Project manager	Claire Budgen
Project sponsor	Mark Stagg
Reporting period	30/08/2017 – 15/09/2017

Status summary	The project is in progress.
RAG status - budget	Green – the budget has yet to be finalised, only the brief approved
RAG status - schedule	Green – the schedule has yet to be finalised, only the brief approved
RAG status - scope	Green – the scope has yet to be finalised, only the brief approved
RAG status - benefits	Green – the benefits have yet to be finalised, only the brief approved

Activity this period	<ul style="list-style-type: none"> • Completion and approval of the Project Brief. • Early engagement with suppliers and other interested parties. • Draft Project Initiation Document created.
Key communication/ engagement undertaken this period	<ul style="list-style-type: none"> • Comms to key stakeholders and rep bodies outlining the status of the project.
New risks	<ul style="list-style-type: none"> • eLearning Project now set up on JCAD. Identification and recording of risks covered within the Project Identification Document.
New issues	<ul style="list-style-type: none"> • eLearning Project now set up on JCAD. Identification and recording of issues covered within the Project Identification Document.

Activity planned next period	<ul style="list-style-type: none"> • Early engagement with rep bodies • Early engagement with ICT • Early engagement with SLT • Process mapping As-Is and To-Be ahead of workshops • Workshops with user groups (WT/DC, OC, Workshops etc.) to help shape requirements and populate Project Team • Investigate collaborative options, especially with Essex Police • Plan the key communication messages
Key communication/engagement planned next period	<ul style="list-style-type: none"> • No communication / engagement activity planned for the next period due to suspension of the project.

Project name	CLOUD MIGRATION
Project reference	
Project manager	Dennis Leeks/Melissa James
Project sponsor	Jan Swanwick
Reporting period	Sep 17

Status summary	Progressing with implementation of FS Logix to desktop estate to support the migration. Planning activities for e-mail and OneDrive migration along with deployment of Intune to manage devices Safenet replaced with MFA
RAG status - budget	Green
RAG status - schedule	Amber - there have been delays in the development of a desktop solution to allow us to progress with this project
RAG status - scope	Green
RAG status - benefits	Green

Activity this period	Dedicated project manager recruited Decision to go with FS Logix on current desktop estate made Cessation of strategic desktop replacement to allow focus on key deliverables. Migration of users to Exchange 2016 to ensure a smooth transition from on-premise to cloud.
Key communication/engagement undertaken this period	Communicated with vendors to cease strategic planning for desktop replacement Migrating users to Exchange 2016 Purchase of FSLogix
New risks	Running with unsupported desktop licencing for longer than planned
New issues	

Activity planned next period	Planning for further phases of deployment Migrate all users to Exchange 2016 Deploy FS Logix to all users Analysis of use cases for devices
-------------------------------------	--

Key communication/ engagement planned next period	User requirements gathering for off-line file access
--	--

Project name	HOME SAFETY MODEL
Project reference	824
Project manager	Andrea MacAlister
Project sponsor	Moirra Bruin
Reporting period	August 2017

Status summary	This project is making good progress but is now experiencing a level of delay against timescales due to factors outside of the control of the project. These are outlined below.
RAG status - budget	Green
RAG status - schedule	Amber - decision to DBS check all firefighters before allowing them to undertake CS activity will significantly delay activity
RAG status - scope	Amber
RAG status - benefits	Green

Activity this period	<ul style="list-style-type: none"> Met with Gabby Springett and Ellen Van Gemmertt from PROVIDE, and confirmed all wellbeing referrals through PROVIDE. Delivered Partnership Training to the team Met with IT to discuss CRM capabilities to support the evaluation of the new home safety model.
-----------------------------	---

Key communication/ engagement undertaken this period	<ul style="list-style-type: none"> Presented the details of the Behaviour change tender return to the Collaboration Board, no longer pursuing that level of work. Met with and agreed to undertake the pilot in Southend on Sea. Have agreement in principle to pilot in Clacton as well.
---	---

New risks	<ul style="list-style-type: none"> Decision to DBS check all firefighters before allowing them to undertake community safety activity will significantly delay activity. Key member of the team departs at the end of September, so temporary arrangements are coming into place in the interim.
------------------	--

New issues	
-------------------	--

Activity planned next period	Confirm all comms marketing materials and start production. SLT paper approval regarding the volunteer activity, this can be trailed as part of Home Safety Model.
-------------------------------------	--

Key communication/ engagement planned next period	Meet with Community Engagement Officers and explain their role Schedule training in and pilot
--	--

Programme name	EMERGENCY SERVICES MOBILE COMMUNICATION PROGRAMME (ESMCP)
Project reference	TBC
Project manager	Hannah Wakeman
Project sponsor	Matt Furber
Reporting period	September 2017
Status summary	<p>Programme is in the delivery phase;</p> <p>Project 1 – DNSP – initiation stage Project 2 – Control Systems Upgrades – initiation stage Project 3 – Devices & Ops Enabling – initiation stage Project 4 – Vehicle Fitting – not yet started</p>
RAG status - budget	Green
RAG status - schedule	Amber - Control systems upgrade project is on hold pending SLT decision on 19.09.17 regarding frequentis ICCS upgrade
RAG status - scope	Green
RAG status - benefits	Green
Activity this period	<p>A lot of ESMCP programme work has been placed on hold pending the SLT decision on 19th September regarding the Frequentis ICCS upgrade as this will have an impact on the Control & ICT deliverables.</p> <p>SLT have approved the proof of concept for route finding, this is going to come under ESMCP project 3 “Devices & Ops Enabling”. Upon completion, we will be submitting a proof of concept review and comparison to SLT with a recommendation for a way forward.</p> <p>We have started work with Dorset & Wiltshire FRS on a national procurement for MDTs. We have attended the devices workshop and are contributing to the specification, alongside the Crown Commercial Services.</p>
Key communication/ engagement undertaken this period	<p>2020 Newsletter September 2017 – update to Service on Sat Nav proof of concept and start of MDT hardware replacement</p> <p>We will also be providing a programme update in the Sep Manager’s Briefing.</p>
New risks	
New issues	
Activity planned next period	<ul style="list-style-type: none"> • Possible re-definition of projects 1 & 2 pending the decision from SLT on 19th September. • Continuing with the MDT national procurement. • Starting work on the Sat Nav proof of concept.
Key communication/ engagement planned next period	
Project name	ESMCP – CONTROL SYSTEMS UPGRADES

Project reference	TBC
Project manager	Vacant
Project sponsor	Matt Furber
Reporting period	September 2017

Status summary	Programme is in the initiation stage, the Project Brief has been approved and the PID is being drafted.
RAG status - budget	Amber
RAG status - schedule	Amber
RAG status - scope	Amber
RAG status - benefits	Amber

Activity this period	This project is on hold at present pending the decision to be made at SLT on 19 th September regarding the Frequentis upgrade, the outcome of which may be a re-definition of this project as well as project 1 "IT & Comms Enabling Services".
Key communication/ engagement undertaken this period	None
New risks	
New issues	

Activity planned next period	Awaiting decision of SLT on 19 th September.
Key communication/ engagement planned next period	

Project name	ESMCP – DEVICES & OPS ENABLING
Project reference	TBC
Project manager	Kerry Barker
Project sponsor	Matt Furber
Reporting period	September 2017

Status summary	Programme is in the initiation stage, the Project Brief has been approved
RAG status - budget	Green
RAG status - schedule	Green
RAG status - scope	Green
RAG status - benefits	Green

Activity this period	<p>SLT have approved the proof of concept for route finding. Upon completion, we will be submitting a proof of concept review and comparison to SLT with a recommendation for a way forward.</p> <p>We have started work with Dorset & Wiltshire FRS on a national procurement for MDTs. We have attended the devices workshop and are contributing to the specification, alongside the Crown Commercial Services.</p> <p>The national deliverables are on hold pending an update from the national programme on the timescales.</p>
Key communication/ engagement undertaken this period	2020 Newsletter September 2017 – update to Service on Sat Nav proof of concept and start of MDT hardware replacement
New risks	
New issues	
Activity planned next period	<p>Continuing with the MDT national procurement.</p> <p>Starting work on the Sat Nav proof of concept.</p>
Key communication/ engagement planned next period	Update to be provided in the Sep Manager's Briefing.

Project name	ICU SUPPORT SYSTEM
Project reference	
Project manager	Matt Stalker
Project sponsor	Dave Bill
Reporting period	September 2017
Status summary	Project still in start-up phase looking at different options available to replace Vector Command. No budget allocated as yet for this reason.
RAG status - budget	Green
RAG status - schedule	Green
RAG status - scope	Green
RAG status - benefits	Green
Activity this period	Options Paper being finalised by PM for onward review by BCM (Mark Samuels currently) before submission to Sponsor for decision.
Key communication/ engagement undertaken this period	Continued engagement with BCM and also one potential delivery partner.
New risks	None

New issues	None
Activity planned next period	Options Paper submitted to Sponsor.
Key communication/engagement planned next period	Sponsor engagement to discuss options, timescales and budget.

Project name	IRS UPGRADE
Project reference	
Project manager	Dennis Leeks
Project sponsor	Tracy King
Reporting period	September 2017
Status summary	IRS Upgraded to 3.1.1 and test environment running on target infrastructure. Remsdaq interface still to be developed and work unable to begin until Remsdaq has been upgraded
RAG status - budget	Green
RAG status - schedule	Amber - unable to proceed with the IRS to 4i interface until we upgrade to the new version of 4i
RAG status - scope	Green
RAG status - benefits	Green
Activity this period	Explored options for delivery with 3TC
Key communication/engagement undertaken this period	Meeting with 3TC to discuss updates and approach
New risks	None
New issues	None
Activity planned next period	Assess options and agree approach
Key communication/engagement planned next period	Liaise with Remsdaq regarding development required to support the interface

Project name	SERVICE WIDE MULTIMEDIA EQUIPMENT
Project reference	P958
Project manager	Ed Thomas
Project sponsor	Jan Swanwick
Reporting period	September 2017

Status summary	An options paper has been written to explore the cost and complexity of adding extra features to the standard solution. It has however been proposed to revert to the original “base solution” scope in an effort to accelerate the sign-off of the Project Brief
RAG status - budget	Green
RAG status - schedule	Amber - awaiting decision on scope of deployment at September change board
RAG status - scope	Green
RAG status - benefits	Green

Activity this period	Review of the standard solution requirements. A decision was taken to favour the inclusion of a Lenovo PC as the associated device, rather than a Wyse terminal.
Key communication/ engagement undertaken this period	None
New risks	None
New issues	None

Activity planned next period	Attain sign off of the Project Brief Begin implementation planning
Key communication/ engagement planned next period	Initiate communications across the Service to inform of the work being undertaken

Project name	SERVICE WORKSHOPS TELEPHONY REPLACEMENT
Project reference	P972
Project manager	Ed Thomas
Project sponsor	Jan Swanwick
Reporting period	Sep 2017

Status summary	All non-essential BT Services at Service Workshops have been replaced or retired. Lync phones are in use on every desk, but until the SpectraLink cordless Wi-Fi phones are fully operational, the main BT switch and handsets must also remain in parallel service.
RAG status - budget	Green
RAG status - schedule	Red - technical issues surrounding the functionality of skype phones and our existing wireless infrastructure
RAG status - scope	Green

RAG status - benefits	Green
Activity this period	The SpectraLink handsets have now been approved for use with the Meraki Wi-Fi hardware that is on trial at Workshops, and an associated configuration guide has been published. The configuration of the handsets and Wireless Access Points (WAPs) have been adjusted according to best practice, and testing is continuing.
Key communication/ engagement undertaken this period	Have liaised with the test users to explain the latest changes and request their assistance with the testing
New risks	None
New issues	None
Activity planned next period	Review the results of the testing, and make recommendations on the expansion of Meraki hardware if this is found to be successful.
Key communication/ engagement planned next period	Engage with the suppliers to carry out a full Wi-Fi site survey

Project name	FIREFIGHTERS DELIVERING DIFFERENTLY
Project reference	826
Project manager	Kerry Barker
Project sponsor	Moirra Bruin
Reporting period	September 2017

Status summary	Project continues in delivery phase, with the main focus being on communications and engagement plans with input from representative bodies.
RAG status - budget	Green
RAG status - schedule	Amber – project has the potential to exceed planned timescales if 2 x additional support posts and not approved
RAG status - scope	Green
RAG status - benefits	Green

Activity this period	<ul style="list-style-type: none"> • Discussion with Safeguarding to agree risk assessment process to support roll out of activity in interim until full DBS check roll out • Job description and hay evaluation completed for 2 x green book support posts • Challenge regarding the name of the project received, raised at project board and agreed that this will be reviewed
Key communication/ engagement undertaken this period	n/a
New risks	None
New issues	None

Activity planned next period	<ul style="list-style-type: none"> • Meeting scheduled with FBU to discuss station communications and Workstream progress to date • All representative bodies to be contacted and offered opportunity to discuss Workstream progress • Meetings to be scheduled with Watch's in phase one of the roll out • Communications material to agreed with representative bodies • Approval of 2 x green book post recruitment and advert published
Key communication/ engagement planned next period	<ul style="list-style-type: none"> • Manager briefing slot moved to October to allow maximum update • E-brief article scheduled for October to provide an overall update

Project name	SPECIAL APPLIANCE RELOCATION
Project reference	819
Project manager	Paul Chipperfield
Project sponsor	Matt Furber
Reporting period	September 2017

Status summary	The project continues in delivery phase with the main focus being on allocating roles and responsibilities post promotion process and prioritisation of ARU relocation.
RAG status - budget	Amber – the project has the potential to go outside of the tolerances set by the Board if individual issue swift water rescue PPE is required
RAG status - schedule	Green
RAG status - scope	Green
RAG status - benefits	Green

Activity this period	<ul style="list-style-type: none"> • Briefing held with workstream leads allocating roles and responsibilities • ARU movement and associated training prioritised as requested by Matt Furber due to crewing issues at SWF/Baddow • Decision made by Matt Furber to proceed with removal of Frinton's second appliance at end of the year therefore direction updated in terms of ICU • Specification completed for SWR PPE • Discussions held with procurement regarding process once quantities agreed • Information gathering regarding costs and H&S requirements for SWR PPE
-----------------------------	---

Key communication/ engagement undertaken this period	n/a
New risks	None
New issues	None

Activity planned next period	<ul style="list-style-type: none"> Pool issue and personal issue SWR PPE options to be presented to Project Board for decision on how to proceed Procurement process to commence one quantities agreed Clarity to be sought on whether IRU removal should fall within scope of this project Training plan to be finalised for ARU and work to continue on training for remaining
-------------------------------------	--

Key communication/ engagement planned next period	n/a
--	-----

Project name	OFF ROAD VEHICLE REPLACEMENT
Project reference	820
Project manager	Paul Chipperfield
Project sponsor	Matt Furber
Reporting period	September 2017

Status summary	The project has now gone out to tender for the off road vehicles, with score and contract award to follow
RAG status - budget	Green
RAG status - schedule	Amber – the project has the potential to exceed the original timelines agreed by the Board
RAG status - scope	Green
RAG status - benefits	Green

Activity this period	<ul style="list-style-type: none"> Tender process started
Key communication/ engagement undertaken this period	n/a
New risks	None
New issues	None

Activity planned next period	<ul style="list-style-type: none"> Scoring of tender process scheduled for October with potential contact award in November
Key communication/ engagement planned next period	n/a

Project name	ON-CALL CONVERSION PROJECT
Project reference	
Project manager	Bernie Beckett / Paul Chipperfield
Project sponsor	Dave Bill
Reporting period	September
Status summary	In Progress
RAG status - budget	Green
RAG status - schedule	Amber – due to recruitment issues at Dovercourt the project has the potential to exceed agreed timescale
RAG status - scope	Green
RAG status - benefits	Green
Activity this period	<p><u>Station Conversion Workstream:</u></p> <ul style="list-style-type: none"> • Financial advice meetings completed at all Day Crewed Stations • Vacancy projections completed • Purchasing station houses – we’ve had 3 responses so far (1 no and 2 yes) • Second Change Network meeting held at Dovercourt Station • T2 process documents amended with agreement from Rep Bodies • Day Crew Watch Managers have received Transfer letters • Q&A published and feedback received • Amended Q&As distributed to workstream and Rep Bodies • Finance currently looking at consolidation which has been a question raised from all Stations <p><u>On Call Recruitment:</u></p> <ul style="list-style-type: none"> • Responding and looking further into the training of the On Call Recruits as this has been feedback from Day Crew Stations visits • Assessment day held on 13/09 with 16 people attending • Recruitment Application Process opened at Waltham Abbey Station on 28/08 • Decision agreed at On Call Board Meeting that recruitment team will remain the contact until the Station FTE has been reached
Key communication/ engagement undertaken this period	<ul style="list-style-type: none"> • Update in weekly e-brief • On Call Conversion Workstream meeting x 2 held • Board meeting held • Change Network meeting held
New risks	None
New issues	
Activity planned next period	<ul style="list-style-type: none"> • On Call Conversion Board meeting • Workstream Meeting with Rep Bodies • Change Network Meeting at Waltham Abbey

	<ul style="list-style-type: none"> • Regular updates in Weekly E-brief • Consultation/transfer process to be communicated
Key communication/ engagement planned next period	<ul style="list-style-type: none"> • On Call Conversion Board meeting • Workstream Meeting x 2 • Change Network Meeting • Regular updates in Weekly E-brief • Transfer process to be communicated • Update to Q&A published

BENEFITS AND RISK IMPLICATIONS

7. None directly from the contents of this report. Risks which impact across the portfolio of change are reported to the Change Board on a monthly basis.

FINANCIAL IMPLICATIONS

8. None directly from the content of the report.

EQUALITY AND DIVERSITY IMPLICATIONS

9. None directly from the report. The revised processes and documentation for the projects includes specific expectations for the consideration of equality and diversity implications through equality impact assessments.

WORKFORCE ENGAGEMENT

10. Workforce engagement is embedded into the updated change processes and those tasked with delivering change are clear about the requirement to engage early with those impacted and their representatives.

LEGAL IMPLICATIONS

11. None from the contents of this report.