

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



Meeting		Agenda Item	
Meeting Date		Report Number	
Report Author:	Ben Pilkington, Assistant Director (Programme 2020)		
Presented By	Adam Eckley, Chief Fire Officer		
Subject	Programme 2020 and Change Board Update		
Type of Report:	Information		

RECOMMENDATIONS

1. Members of the Board are asked to note the progress reported.

BACKGROUND

2. Programme 2020 was established in early 2015 to support the work to develop a new Strategy, IRMP and Options for Change.
3. Following extensive research, analysis and public consultation through two, twelve week, consultations the Authority approved the basket of changes known as Option 2 in June 2016 and the implementation plan of that Option in September 2016.
4. As the delivery mechanism for Option 2 and the changes identified in the Strategy Programme 2020 included the majority of change in the Service which was managed through the 2020 Programme Board.
5. In 2017 the Service updated its change management processes, establishing the need for a single route for all the change in the Service. The Change Board, supported by the Change Panel oversees all change in the Service.
6. Responding to feedback from managers and the EAP that the Service was overloaded with change workshops were held with SLT and department managers to agree the highest priority changes in the Service. The resulting agreed projects are now reported to the Change Board represented by the list in appendix 1.
7. Since the establishment of the Change Board, all change has been reporting through a single process. This is to help ensure that all change is supported strategically and that there is alignment with our priorities.

8. The change activity has been arranged into following groupings:
 - a) Programme 2020 – (Option 2)
 - b) Cosmos (Control systems mobilising operational solutions)
 - c) People Structures
 - d) People Systems Programme
 - e) Business change
 - f) ICT Change

These are alternative configurations however these are recommended as a pragmatic approach to help stakeholders understand the changes underway in the Service. As the Service moves into its next iteration of the planning framework these should be revisited.

9. At this stage in the planning process it is not intended to create additional structures (for example Programme Boards) where they do not already exist but to focus on ensuring that individual projects are supported and that the Change Board is positioned to provide the oversight required.

OPTIONS AND ANALYSIS

10. The status report – Appendix 1 - shows the status for each item scored against the 4 categories.
11. The highlight report – Appendix 2 – provides a highlight report for each project and programme.
12. Programme 2020 (Option 2) progress:

Appliance removals

All planned appliance removals have now been completed. The second fire engine from Frinton Station was removed from operational service on 3rd January 2018 as planned.

On-Call conversions

The conversions of the second appliance at Clacton to the On-Call Duty system is due to take place on 31st January 2018. Conversion of the day-crewed stations to On-Call is progressing. Recruitment has started at all four locations and will continue until sufficient firefighters have been recruited to provide the required level of cover.

The transfer process for current Day-Crewed staff has been completed and all have been notified of their new station. Plans for transition in each location are being developed to take account of the specific circumstances in each.

Special appliance relocations

The project has now started to relocate specialist appliances in accordance with the plan. The first changes have already been made with the Water Bowser moving from Chelmsford to Corringham and the ICU moving from Clacton to Frinton.

Off-road replacement vehicles

The order has been placed for the four new off-road vehicles which are expected to be in service by the end of 2018.

13. Other key points to note:

People systems programme

The delivery of the HOBS project will be delayed as the system has failed user acceptance testing which requires a further software release from the supplier. This is dealt with in further detail in the benefits and risk implications of this report.

BENEFITS AND RISK IMPLICATIONS

14. The risk register for the portfolio is reviewed regularly and reported to every meeting of the Change Board and is attached as appendix 3.

15. Two further risks have been identified relating to the delays to the HOBS project. These have been added to JCAD and now feature in the attached risk register.

P20200012 – Further delay to HOBS project.

P20200013 – Supplier does not honour the contract or expectations of the Service.

Both have been allocated to the SRO. The Change Board¹ have been asked to review the risks and where appropriate recommend control measures and owners.

16. New issue:

The delay to HOBS extends the life of the project beyond the current contract of the SRO.

The SRO is critical role in successful delivery and the Change Board¹ have been asked to consider how to ensure continuity throughout the project.

17. New issue:

There are insufficient resources to support the delivery of the Service's change portfolio.

a) This was a risk which has become an issue. There are now a number of projects identified which do not have an associated project manager (PM). At this point in time there is no spare capacity to allocate this work to and no vacancies within the agreed support staff headcount which could be recruited against.

The Change Board¹ have been asked to identify which, if any, projects can be placed on hold in the short term. It would also be possible to identify alternative resources to manage projects however given this only deals with PM capacity and not the impact on the rest of the Service, in particular the managers of the Service, it only solves part of the problem.

¹ Change Board held 22nd January 2018. Verbal update on outcome to be provided at the Performance and Resources Board on the 29th.

FINANCIAL IMPLICATIONS

18. Finance reporting is included in the status and highlight reports, updated by each project manager. A tracking system has been developed in conjunction with finance, which will allow more detailed reporting against each project budget.
19. The first iteration has been shared and further work will be carried in the next month to ensure a full report can be provided to the Board in February.

EQUALITY AND DIVERSITY IMPLICATIONS

20. None arising from the contents of this report.

WORKFORCE ENGAGEMENT

21. None directly from this report. But it is worth noting that workforce engagement is at the heart of the change management processes which have been adopted. The Service is committed to involving those affected by change and the representatives in that activity.

LEGAL IMPLICATIONS

22. None from the contents of this report.