

**ESSEX POLICE, FIRE AND CRIME COMMISSIONER FIRE & RESCUE AUTHORITY**

Essex County Fire & Rescue Service

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| Meeting | **Strategic Board** | Agenda Item |  |
| Meeting Date | 18th September 2018 | Report Number |  |
| Report Author: | Director Prevention, Protection and Response | | |
| Presented By | Director Prevention, Protection and Response | | |
| Subject | **Ten key SLT projects and Change Board Update** | | |
| Type of Report: | Discussion | | |

# Recommendations

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

# BACKGROUND

1. Since the arrival of the new CEO/CFO the SLT, via the change board has developed ten priorities which the team will focus on over the next 12 months, these are listed in Appendix One. This is to address concerns raised over capacity and where our business planning processes last year identified over 100 items of change impacting on manager’s workloads (see Appendix 2 for info).
2. In addition to Appendix One, Appendix Three provides a current overview of live project being monitored by the Change Board currently.

# Options and Analysis

1. There were a number of projects, which have been put on hold, those that are in the top ten focus on risk identified in the Service’s Corporate Risk Register.

# Benefits and Risk Implications

1. Risks and opportunities that come with each of the priorities are provided as part of the summary.

# Financial Implications

1. Budgetory and resourcing issues for each of the prioirites are being identified. The intention is to focus the existing project and programme management resources to delivery of the 10 priorities.
2. The priorities are at different stages of development, in some cases, for example the COSMOS programme, the resource requirements are already well quantified. In others, for example the work with on CRM (customer relationship management) work is underway to define the work required.

# Equality and Diversity Implications

1. Equaility impact assessments, if required, will be carried out as part planning for each priority.

# Workforce Engagement

1. The intention is for there to be separate engagement over the ten prioirites, but also each of the priorities themselves will identify necessaryengagement/consultation required.

# Legal ImplicationS

1. A number of the priorities are important in focusing on complying with the Service’s statutory duties.

**Appendix One - Priorities**

**ICT Refresh Programme – Jan Swanwick**

In order for the Service to exploit the benefits of new technology it requires a resilient ICT infrastructure which provides an effective delivery platform for the systems used by the Service. The Service’s current infrastructure is close to end of life and new system needs to be implemented over the next 24 months.  This programme of work will improve the facilities provided and reduce costs and dependencies on local expertise. Any solution will be in collaboration with Essex Police or support future partnership working.

**Key Objectives**

* To replace all current ICT Infrastructure that is end of life and/or carries a high risk of failure or does not support the future direction of the Service
* To deliver the most appropriate cost effective, method of delivering ICT services across all staff groups and locations.
* Be ‘future proof’ and compatible with and support the current and future software estate for the next 5-7 years.
* Support the services system accessibility and mobility requirements
* To ensure it supports collaboration/partnership working and align with future planning with Essex Police.
* To provide a system which requires minimal training as solution is ‘familiar’ to ICT users

**Key Actions**

* Recruit specialist Programme Manager
* Allocate resources and budgets (budget allocated to date £250,000)
* Provide options paper of high level options (Outsource, Collaborate with EP, Internal or a mixture of these)
* Provide required programme paperwork for approval at Change Board with programme to be delivered by end of 2019/20 financial year
* Identify and engage key stakeholders and change managers
* Continue in line with ICT current operating principles (these align with Essex Police’s) and concentrate on how a “cloud based” based facility can offer increased resilience, less (or zero) maintenance work and disruption and at a lower overall cost of ownership.
* Engage with Learning and develop to ensure that employees have all the skills to fully exploit the opportunities offered by the new technology

**Risks/Opportunities**

This is identified on the Strategic Risk Register as planning is required now, in order to avoid the current systems becoming less reliable as they age and components fail due to age. To do nothing now would lead to older components, new software versions not being supported and the possibility of “ICT Freeze” where nothing would be changed or added.

The time needed for the programme of work is currently within the window of opportunity, so current risk is minimal. A delay will significantly increase the risk.

There is significant opportunity in collaboration. The NFCC is striving towards a National framework, but will not be developed within the necessary timescales. Other Fire and Rescues Services are an option, though again timescale would be tight. The most obvious area of collaboration is with Police, if not to actually move to the same solution, at least to develop a solution which will provide the foundation for future closer working.

**IRMP/2020/Post 2020 – Matt Furber**

To ensure we meet our obligations under the National Framework, remain financial sustainable and are best placed to deliver against the priorities in the Fire and Rescue Plan the Service needs to ensure delivery against current Programme 2020 projects and also effectively plan for future Service Delivery going forward.

**Key Objectives**

* To complete the conversion from Day-crewed stations to On-call
* Complete the Special Appliance relocations and off-road vehicle replacement.
* Complete the roll out of Firefighters delivering differently to all watches and stations.
* Publish an updated Integrated Risk Management Plan (IRMP) which reflects the objects of the Fire and Rescue Plan and the Strategic Assessment of Risk (SAOR)
* Publish a delivery plan for the period 2019 – 2024 which delivers the priorities set out in the Fire & Rescue plan

**Key Actions**

* The current On-call conversation project are not going to be delivered on time, this needs to project needs to be re-scoped and a fresh approach taken.
* Deliver the specials relocations, off-road vehicles and firefighters delivering differently projects.
* Support the development of the Fire & Rescue plan by the Office of the Police, Fire and Crime Commissioner
* Complete annual review of Service Response (ORH Report)
* Complete the Service’s Response Strategy, response standard and response resources
* Implement a new Programme to provide a resilient On-Call Service (including On-Call contracts).
* Develop station based personnel to effective deliver localised prevention activities, complete Technical Fire Safety Audits
* Review of station routines to complement delivery of the above.
* Identify efficiencies and redirect resources to areas of most need.
* Consult and engage on changes
* Review SAOR and IRMP
* Update efficiency plan for 2019/20
* Produce Medium Term Financial Strategy for period beyond 2020 and efficiency plan if required by Home Office.

**Risks/Opportunities**

Based on experience from Programme 2020, timescales will already be tight. Work will continue in parallel acknowledging the small risk of a shift in direction of the F&R plan until its publication. Failure to recruit sufficient OC staff to convert in 2020 and the impact that this, and possible changes to legislation which may impact on the On-call system, on future planning is also a risk.

Understanding the Home Office focus on IRMP, and the timing of the HMICFRS and thus potential feedback from this to the Service, leads to a need to change IRMP planning which could delay implementation of future planning.

Funding beyond 19/20 is not likely to be known until December 2019. Expectation of loss of RSG but phasing of that reduction is not known. Savings may need to be made quickly and/or budget balanced using reserves.

There is opportunity to use resources more effectively, with a new Strategy document, efficiency plan 2020–24 and reserves strategy 2020–24.

**Corporate Risk Management – Dave Bill**

The Service’s Risk management planning must be significantly improved. Focus in this area will enable more effective use of resources and inform the new Service structure going forward. The Service needs to create a culture where effective risk management processes inform decision making and resource allocation, through effective leadership and management.

**Key Objectives**

* Sign off the Risk Management by the Police, Fire and Crime Commissioner (PFCC)
* To raise awareness and ultimately embed the Risk Policy and Strategy (RP&S) document
* Improve the Strategic Risk Register and ensure strategic risks are regularly reviewed and controls updated, this will be evidenced by; -
* JCAD risks reviewed on time
* Control measured reviewed on time
* For controls that are being progressed an action plan is created
* Assurance given by audit report
* Improve Department Risk Registers and ensure they are regularly reviewed, and exceptions are reported to SLT as per the RP&S Document
* All project risk registers the be on JACD
* Development of action plans attached to control measures identified
* Monthly reports Risk and Business Continuity Reports to SLT
* Minimum quarterly reports to PFCC
* Ensure each strategic risk is reviewed at least annually by SLT, all reds every month
* Risk and Business Continuity updates to every Audit Committee
* Achieve an improved audit score.

**Key Actions**

* Delivery of the Audit Report Risk Action Plan
* SLT Training and awareness (through Training and reporting)
* Provide a development and awareness programme for SLT and heads of departments (to include Risk and Business Continuity Department providing regular review meetings)
* Add additional risks to the SRR, allocate risk owners and ensure risks are managed
* Review all current Strategic Risks with the Risk owner and those that own the control measures, provide action plans for control measures
* Monthly SLT Reports to include; a review all high risk, exception reporting of Department Risk Registers and Projects
* Provision of an update of the Risk Action Plan and other activities to the P&R Board

**Risks/Opportunities**

Should the Service not improve its current Risk Management processes, there is an increased risk of event which will significantly impact upon the Service which is unforeseen and there poorly managed.

There is also reputational risk for the SLT as scrutiny processes, such as the Audit Committee, HMI inspection will identify poor management and leadership.

SLT will continue to struggle to prioritise workloads, potentially leading to heightened likelihood of risk being realised.

There is an opportunity for the Service to work far more effectively, being more focused on seeking opportunities through Collaboration and partnerships

**HMI Inspections – Tracy King**

The Service will be inspected in spring 2019, in order to gain the most from this opportunity, in line with its aspiration to be a learning organisation, it needs to improve its self-awareness, understanding and preparation of the HMI inspection framework. Positive feedback from the HMI and a proactive response to develop areas identified will providing assurance to the Essex communities.

**Key Objectives**

* Set up task force Sub group from SLT to provide leadership for delivery
* Assign responsibilities against areas of the inspection
* Provide accurate and timely data returns/documents as required
* Engage a communication plan, to include identification of key stakeholders, including rep bodies
* Develop Staffs understanding of the inspection process and encourage engagement with the process
* Have a Peer review conducted by CLG (October 2018)
* Develop self-awareness and commence peer assessments between departments
* Develop a data ‘one stop’ which allow automatic collation of current and accurate data
* Build and develop relationship with Service lead
* Engage with HMI, to be proactive in learning from the inspection process, via feedback from other Service inspections
* Develop and maintain a live (dynamic) ‘welcome’ pack

**Key Actions**

* Identification of resource requirements and resources allocated to ensure there is sufficient capacity to prepare appropriately
* Task force established
* Allocate communicate rest
* Develop a Communications and Engagement plan based on good practice already identified
* Collate a Data/Document library
* Produce a gap analysis on data
* Develop an action plan to address areas from a gap analysis
* Positively engage with identified rep body and key stakeholders both internal and external

**Risks/Opportunities**

There is a risk to the Service that a poor rating will have a negative reputational impact, both internally and externally. Externally this may impact upon our ability to collaborate and develop partnerships, internally the Service may lose key members of staff and struggle to recruit to key roles.

There is opportunity to portray a more possible impression of the Essex Fire and Rescue Service, and have element of good practice identified and shown nationally. It also provide the benefit to the Service on being able to establish how ‘self-aware’ it is in understanding it good areas and those that need development.

**Cultural Change – Jo Turton**

The Service needs to build on the work undertaken in the last two years to create an open, honest and transparent organisation. Adopting such an approach is essential to our future success. It will underpin our ongoing commitment to change and help establish an organisational culture that delivers an excellent fire and rescue service for the people of Essex[[1]](#footnote-1).

The Service also needs to complete the outstanding work for the People Structure Project. Though the majority of the work has been completed, the final stages are the most contentious and the project had the aim of ensure the Service has the right people in the right roles and ensure they are paid fairly. This is viewed as vital for challenging the perception of lack of fairness form our Support Staff.

**Key Objectives**

* Create a rewarding place to work where everyone is treated fairly.
* Ensuring that everyone is able to perform to their full potential, has an opportunity to develop their skills and is supported in pursuing their career aspirations within the Service.
* Complete the People Structures Project, specifically;
  + Rank to Role for the Service, there some outstanding appeals and Control which need to be finished,
  + Ensure all green book roles have been evaluated against an up-to-date job description and move staff to new grading structure

**Key Actions - Culture Change**

* Establish Values and Behaviours Project
* Establish Recognition Project
* Establish Communication Project
* Manager development workshops
* Continuous improvement project

**Key actions – People Structure Project**

* Complete Rank to Role in Control
* Agree a new pay and grading structure for green book staff
* Implement new pay and grading structure, move staff to new grades

**Risks/Opportunities**

If the Service is not seen to act fairly and consistently when it comes to the treatment of Support Staff it will continue to fuel the cultural divide between those on Grey book and Green book conditions.

**Service Response to Grenfell – Moira Bruin**

The Service needs to ensure that it maintains public confidence in its response following tragic events at Grenfell Tower. The subsequent independent review into building regulations and fire safety, and the subsequent public enquiry will require leadership from the Fire Service in ensuring recommendations are effectively implemented.

**Key Objectives**

* To keep the community safe by fulfil all aspects of our statutory role as a Service as a new and more demanding fire-safety in buildings regulatory framework is set up across the UK
* Provide assurance to the Community of Essex around the occupancy safety of high rise buildings and the actions to be taken in the event of fire
* Ensure that occupants in high-rise buildings are and feel safe and they know what to do in the event of fire.
* Ensuring our staff are fully supported, through effective training and development
* To work with key partners (Local Authorities/Housing associations/Responsible Persons) to ensure that obligations are understood.

**Key Actions**

* Action/management plan to meet additional demands placed upon the Service, e.g. leading on/servicing Joint Competent Authorities (JCA) as 1 of 3 key players.
* Provide business cases for assets/skill-sets and resilience as required.
* Maintain cadre of skills to be able to deliver the Service’s statutory requirements by robust succession planning.
* Increase/introduce inspection visits by station based personnel – ensure adequate training to do this
* With NFCC lead consider stay put policy in existing premises. Consider need to evacuate being identified with risk assessments by responsible persons.
* Monitor outcomes from enquiry as they emerge and provide communications and assurance
* Develop sprinkler policy
* Communications and reassurance strategy, both public facing and internally facing for all of our colleagues.
* Ensure support and wellbeing arrangements are in place for all of our colleagues.
* Revise operational response risk assessments, procedures and training for operational colleagues –evacuating residents may affect ops response
* Development of a robust, auditable and evidence driven Risk based inspection regime

**Risks/Opportunities**

If our response to Grenfell is not appropriate, inadequate planning or resources, there will be risks around not fulfilling our statutory role and ensuring the safety and assurance of Essex communities.

Any confusion around stay-put or evacuate is likely to increase risk to occupants and responders to incidents in high rise buildings.

If the Services current inspection regime and systems such as CRM are not fit for purpose and reliable the Service may not deal or record its protection activities leading to errors in enforcement.

A failure to recognise the emotive, sensitive nature of the topic following the enquiry or the political ramifications at all levels may result in damage to org reputation, internally and externally.

There is an opportunity promote the merit of the Service’s protection work, i.e. sprinkler installation

**Customer Relations Management (CRM) development – Moira Bruin**

In order for the Service to be effective in its interaction both internally and externally if requires an effective means of recording activities and data flow in order ensure the safety of its staff and the community across different functions.

**Key Objectives**

* Enable remote electronic data capture – to eliminate the need for hard copy data capture and then subsequent manual entry into our systems when colleagues conduct a range of activities in Essex.
* Dynamically, automatically and appropriately share risk information and intelligence across the organisation to reduce perceptions of silo working and reduce organisational risk.
* Provide accurate, automated reports on a range of performance measures to drive activity and improvement intelligently, to provide accurate and timely performance returns to the Home Office and to show effective and efficient management of our data.
* Use an effective and reliable customer relations management system to manage our interactions with premises, individuals and organisations in a coordinated, systematic and efficient way.

**Key Actions**

* In conjunction with Hitachi (supplier) and CRM users in Service revisit CRM (where anticipated benefits have not been realised or there are issues for the Service.
* Evaluate holistically the effectiveness of the solution and identify areas to be addressed to make the system more effective
* Taking into account a holistic perspective to develop an action plan and implement changes to the system or to working practices where CRM is not currently delivering.
* Where changes to the system are required, engage with Hitachi for estimated costs and resources.
* Where changes to user interactions are required, work with Business change managers to support changes to working practices.

**Risks/Opportunities**

If the reported user experiences and associated impacts are not resolved the Service will no retain and use appropriate data leading to lack of action or knowledge which results in inappropriate/no action.

Risk information identified will not be shared appropriate leading to poor decision making

There is a risk that benefits from other projects e.g. tablet computers for appliances will not be realised as the CRM is inefficient.

Potential non-compliance with GDPR and non-efficient and non-effective means of collecting and sharing data and intelligence, leading to an investigation, with potential heavy financial consequences, by the information commissioner

There is an opportunity that better use of CRM will allow the Service to more readily produce accurate and timely performance reports for Home Office and HMICFRS without lengthy manual extrapolation of data

**Operational Training – Colette Black**

To ensure that our operational personnel have the necessary access to training facilities to support their development and maintenance of operational competence.

**Key Objectives**

* Have a clear learning and development strategy for operational training
* Develop an understanding of facility requirements for Training to enable delivery of the core hours training
* Understand the Training needs across all shift patterns
* Map what can be delivered locally, through hubs or at more centralised locations
* Establish acceptable travel time and ensure time implications for on-call firefighter
* Ensure we have the right people with the right skills to deliver the strategy
* Have a clear process for recording operational training that can be audited to provide assurance that all operational staff are within date for key high risk competencies

**Key Actions**

* Develop a training and development strategy
* Liaise with Rep bodies
* Provide Property with clear direction on what needs to be achieved, from locations/type and number of personnel to be accommodated, to training facility requirements i.e.BA Chamber/working from height rig
* Develop property proposals in line with the above, identify and provide a business case for capital investment requirements and get appropriate sign off as per procurement requirements
* Programme Property works within the 2019-20 financial year
* Carry out risk assessments for all training activities to take place.
* Provide a solution for recording training that can be accessed by managers and audit teams when required to provide assurance our operational staff are competent and in date
* Identify key high risk competencies and ensure that they are prioritised

**Risks/Opportunities**

There is a risk that current gaps in operational competence are not identified and training and development not given leading to a Health and Safety event.

Operational staff that we have available to attend incidents fail to keep their operational competencies up to date and their competence cannot be assured

We cannot secure the funds required

There is an opportunity, through core hours, and the new training facilities to improve operational competence for all staff.

**COSMOS – Matt Furber**

To ensure that the Service can effectively communicate in the operational environment by identifying and procuring the next generation of interoperable, visual, audio and data critical communications for our teams, and ensure we provide innovative, enabling and flexible solutions.

**Key Objectives**

* To exploit technology to support and improve the safe systems of work used to resolve emergency incidents. To facilitate collaboration at incidents. To ensure communications post Airwave switch off.
* Replacement control room systems CAD and ICCS (project 1). ESN related activity (project 5, 6 and 7). New MDTs (project 2) and Tablets for Appliances (project 4) - Sat Nav pilot (project 3).
* Out of scope - OAM, Incident Command Software Replacement, Incident command vehicle replacement
* New ICCS/CAD delivered within budget to meet user expectations
* System is integrated with IRS and CRM
* Timely, accurate information flow between systems without the need for double keying
* User friendly tablet in use
* Adopt ESN on-boarded successfully
* Provision of route finding capability for appliances
* New MDT installed and used frequently by Ops crews

**Key Actions**

* To ensure effectively delivery of Projects 1 to 4 using appropriate project and programme methodologies to support project teams to deliver within defined programme structure.
* To develop plans, including timelines and budgetary requirements to ensure effective reporting of progression.
* Exploit existing procurement frameworks to access suitable hardware and software.
* In partnership with Essex Police, engage with Sopra Steria and APD to ensure systems are in place before the end of existing CAD and ICCS contracts.
* Engage with the CRM project to ensure the full exploitation of all systems
* Ensure compatibility with other Service software packages including but not limited to CRM and IRS
* Recruit a Business Analysist to develop as-is, could-be and to-be processes
* Recruit specialist staff in a timely manner
* Maintain continuity of control mobilising and communications throughout process
* Engage with TU Safety reps on risk information hardware / software solutions
* To develop and deliver new MDTs to appliances

**Risks/Opportunities**

If the Service does not deliver, then it will have no method to communicate with our staff on the incident ground once the Airwave switch off has occurred. This includes the delivery of risk information via new MDTs and tablets not being available to link into the CRM.

There is a risk that the Service, in not being able to extend its ICCS/CAD contracts the Service has systems in place which are not supported.

Increasing occurrence of MDT failure leading to inability to supply risk critical information plus increased use of voice traffic and thus Airwave costs.

Sat Navs - appliances will lack up to date route finding software, additional MDTs will be required for special appliances. Limitations to mobilising solution for flexi-officer vehicles.

**Appendix Two – Long list considered in priortisaion exercise**

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| --- | --- |
| **Item** | **Status (April 2018)** |
| Wi-Fi Refresh - Strategic | Complete |
| Home Fire Safety model | Complete |
| Workshops telephony system replacement | Complete |
| XP & Windows 2003 Remediation | Complete |
| Parish safety Volunteers | Complete |
| Collapsed behind closed Door | Complete |
| Community Speed Watch | Complete |
| Joint Education Delivery | Complete |
| Duke of Edinburgh - Cadets | Complete |
| Restorative Justice - Firebreak | Complete |
| COSMOS - Control System Replacement | Live |
| People Systems - HR&OD Business System | Live |
| On-Call conversion project | Live |
| Cloud (Azure) Migration | Live |
| COSMOS - MDTs | Live |
| Job Evaluation | Live |
| Firefighters Delivering Differently | Live |
| Core hours | Live |
| Off-road replacement vehicles | Live |
| People Systems - Operational availability Management | Live |
| Service Wide Multi-Media Displays | Live |
| People Structures | Live |
| Special appliance relocations | Live |
| ICU Support System | Live |
| COSMOS - Tablet computers for appliances | Live |
| IRS Upgrade | Live |
| Mobile telephone replacement | Live |
| Rural engagement | Not a project |
| COSMOS - Sat-Nav Project | Live |
| Essex Risk Intervention Service ERIS | Not a project |
| Shared use of ECFRS estate to support agile working (Police) and EEAST operations | Not a project |
| GDPR Project | Not a project |
| Evaluation of SC Activity | Not a project |
| Ambulance Cadet Force/ Succession plan | Not a project |
| Community messaging | Not a project |
| One recruitment team | Not a project |
| Wethersfield training facility replacement | Not a project |
| 22mm Hose | Not a project |
| People Systems - E-Learning | Not a project |
| CRM - Exchange Integration | Not a project |
| Network equipment refresh | Not a project |
| Young firefighter property works (Conversion of snooker room) | Not a project |
| Property works within Control | Not a project |
| NOG | Not a project |
| Joint Fleet Workshops Management | Planned |
| Increase resources in Dengie peninsula | Planned |
| IT Convergence Roadmap | Planned |
| OC Contracts | Planned |
| Co-located estate (frontline operational bases) | Planned |
| Joint Incident Command Unit | Planned |
| Co-located specialist capabilities | Planned |
| Joint Community Safety function, including expansion of existing community hubs | Planned |
| CRM Phase 3 | Planned |
| Joint Procurement Initiatives | Planned |
| Shared classroom | Planned |
| Shared Control Room facility | Planned |
| Joint repeat callers team | Planned |
| Joint Trunk Road Activity | Planned |
| Training facilities on fire stations | Planned |
| Health and Safety system replacement | Planned |
| Strategic Desktop Replacement | Planned |
| Heavy technical rescue | Planned |
| Website | Planned |
| Project management tool | Planned |
| TASK replacement | Planned |
| Review of Station based routines | Planned |
| Intranet | Planned |
| Printing and scanning | Planned |

1. Additional information on Cultural Change under Agenda Item 10c. [↑](#footnote-ref-1)