



Meeting	Service Leadership Team	Agenda Item	5b
Meeting Date	12 November 2019	Report Number	19-265
Report Author:	Ian Adams / Amanda Johnson		
Presented By	DCFO Rick Hylton		
Subject	Progress against the PFCC Business Case - collaboration		
Type of Report:	Information		
Actions Required	Note content		

### Report purpose

- To update the Board on progress against the PFCC Business Case

### Background

The PFCC Business Case for joint governance of Police and Fire outlines a number of business areas where financial savings (cashable and non-cashable) savings were identified over a 10 year period from 2017 – 2027. The Emergency Services Collaboration Programme (ESCP) provides governance and oversight to support projects and activities put in place to deliver against those saving plans.

Progress and updates are reported to the Emergency Services Strategic Collaboration Governance Board and the Joint Audit Committee, with delivery supported through the Programme Board. The Programme Board is chaired by the Programme Lead from the PFCC Office, the Programme Lead also sits on the Governance Board. Governance Board is held bi-monthly and chaired by the PFCC.

Programme Board is held monthly and the Terms of Reference has been agreed and aligned with Governance Board Terms of Reference. Board attendance has been re-visited and expectations from EEAST has been discussed with the outcome of agreement to attend at least 75% of meetings. It has been agreed that more focus will be placed on reviewing the Risk Register and adherence to the gateway and governance processes.

The programme team is now formally aligned to the Change team in ECFRS.



## Progress against the Success Criteria

The success criteria for the business case are set out under appendix F of the business case, and cover four critical success factors:

- Effectiveness
- Efficiency
- Economy
- Public Safety

A 'stocktake' of progress against these success measures has recently been conducted which mapped progress of the ESCP projects against the success criteria. This has been presented to the commissioner and senior management teams with ECFRS and Essex Police, with a number of resultant actions to be progressed..

There are two contributing programmes, with financial progress reported by a benefits realisation model, underpinned by a Risk Register.

### ***Tactical Projects***

These are operational projects with a relatively short-term (mainly within two years) delivery period. Initially there were 10 tactical projects. These are aligned to the business area of 'Better Working Together' within the PFCC Business Case.

A table of projects status is attached in Appendix 1.

### ***Additional tactical activity:***

1. **Police Command Tabards** are getting wider usage at multi-agency managed scenes. The most recent example was during Op Steam.
2. **Five Thermal Imaging Cameras** have been donated from Fire to assist with operational deployment including in the Firearms teams and Local Policing teams. Usage is subject of regular review and internal and external comms arranged. A recent example whereby the camera was successfully used to help locate a high risk missing person.
3. Early scoping between Police Crime Scene Management and ECFRS Fire Investigation leads to potentially collaborate on **ISO 17020 standard for forensic evidence** handling due to commence in October 2020. Liaison also with Charlie Pugsley, LFB and lead for Fire Investigation for NFCC, to scope possible collaborative options with LFB/MPS.
4. **Five or six joint JESIP courses** are due to be rolled. Approx 40+ attendees at every event. Events working well and feedback monitored.
5. Continuation of new **Police recruit training events** at ECFRS HQ whereby groups are given inputs and insights into Fire Community Safety, JESIP and Fire Investigation to help inform prior to operational deployment under tutorship.
6. After suggestion to Essex Police Head of Professionalism, early scoping work to design a **multi-agency de-brief template** that can be used for operational matters that require such and that fall outside of normal force de-briefing.
7. Early scoping Essex Police around feasibility to deliver some **training/input to blue light services control room staff around callers in suicidal/crisis situations**. This has originated from an enquiry by ECFRS training staff but also, it transpires, from requests from Essex Police



Control Room staff. Contact Management staff are attending an EEAST meeting in November 2019 and will have this concept raised. Concept should support Major Terrorist Attack response and future HMICFRS inspections around Counter Terrorism, amongst other matters but also compliment TRiM related assistance. A tri-service package is being formulated at this time.

8. Early scoping around **Arson crime recording** increases to determine any patterns by both Police and Fire intelligence/performance teams with a view to developing an arson prevention/detection project. This would enhance the improvements (but also increases) made in recording (leading to better CDA and 55% reduction in calls from Fire to Police controls and removing need for incident creation) but also between Police and Fire Investigators around on call provision, training and general interoperability between those police and fire teams.

### **Strategic Programme of Work**

These are projects which require significant scoping, feasibility work and will impact widely on the partners involved. They have long-term delivery and benefit realisation timescales.

The project leads for this programme are held to account by the Chief Constable and Chief Fire Officer through additional scrutiny of the STAR Chambers held every three months.

Current status of projects are in Appendix 2.

### **Benefits Realisation**

- The Programme Team developed an approach to assure the benefits for the Tactical Projects, which has been successful and will be rolled out for the Strategic Programme of work;
- Heads of finance and project leads held discussions in a number of workshop style events over the assumptions, attribution and apportionment of benefits, and ensure that these were proportionate, measurable and achievable;
- They agreed the use of the HM Treasury approved New Economy Model for financial costings;
- Finance Leads and project Leads then worked to finalise benefits and agree assurance of actuals and forecast to 2027.

This process was demonstrated to the Home Office team when they visited in September 2019 and received positive feedback.

This work means there is assurance of at least £8.3m on the Tactical Ten Projects, with a further assurance for the RJ Firebreak project underway and to be included. There is £400k currently programmed in from the Strategic Programme of Work. £1.5m for Hoffmans Way is on the horizon. The dashboard is showing £13.64m. The current dashboard is in the Finance update.

The ESCP Team ran a benefits session on early November with colleagues from Kent Fire and Police collaboration team. The team see this as a really good addition to the relationships that you have been fostered with them by ACFO Bill, and could develop into a 'trusted friend' peer reviewer in the future for collaboration.

### **Risk Register**

The risk register has been revised and reformatted. It has been presented to the Joint Audit Committee and is a standing agenda item on the Strategic Governance Board for review.

The register is a standing item at the Programme Board where it was agreed to take a risk each month and review in full with the aim of reflecting more efficient mitigations.



## **Representative Body engagement**

CFO Jo Turton has regular meetings with Rep Bodies and incorporates 'collaboration' in meetings to ensure consistent messaging.

## **Communications and Engagement**

The Collaboration Communications Plan has been agreed and is in active use by the joint communications teams.

## Finance Update

Original Budget forecast for 2018/19 £713,078

	2017/18 Total Actuals				2018/19 Total Actuals			
	HO PTF	Police	Fire	Total Costs	HO PTF	Police	Fire	Total Costs
Pay Police Officer	£0	£73,880	£72,285	<b>£146,164</b>	£0	£71,289	£71,289	<b>£142,578</b>
Pay PSE	£0	£12,926	£12,422	<b>£25,348</b>	£0	£15,634	£15,634	<b>£31,268</b>
Pay Fire Officer	£0	£53,260	£53,260	<b>£106,520</b>	£0	£58,121	£58,121	<b>£116,242</b>
Pay Fire Staff	£36,791	£38,660	£61,107	<b>£136,558</b>	£0	£49,054	£49,054	<b>£98,108</b>
Programme Level	£4,500	£9,939	£0	<b>£14,439</b>	£0	£5,189	£5,189	<b>£10,378</b>
Workstream 1 - PSV	£26,300	£0	£0	<b>£26,300</b>	£0	£4,897	£4,897	<b>£9,794</b>
Workstream 2 - ERIS	£12,800	£0	£0	<b>£12,800</b>	£18,000	£20,405	£20,405	<b>£58,810</b>
Workstream 3 - Rural Engagement	£45,600	£0	£0	<b>£45,600</b>	£54,850	£26,308	£26,308	<b>£107,465</b>
Workstream 4 - ECM	£0	£0	£0	<b>£0</b>	£0	£0	£0	<b>£0</b>
Workstream 8 - Joint Education	£15,201	£0	£0	<b>£15,201</b>	£28,000	£18,780	£18,780	<b>£65,560</b>
Workstream 9 - Duke of Edinburgh / PCV	£0	£13,824	£0	<b>£13,824</b>	£0	£9,338	£750	<b>£10,088</b>
Workstream 10 - RJ Firebreak	£62,465	£0	£0	<b>£62,465</b>	£20,000	£5,000	£5,000	<b>£30,000</b>
Home Office / PFCC Evaluation model	£16,801	£0	£0	<b>£16,801</b>	£6,004	£0	£0	<b>£6,004</b>
<b>Total ESCP Costs</b>	<b>£220,458</b>	<b>£202,489</b>	<b>£199,074</b>	<b>£622,021</b>	<b>£126,854</b>	<b>£284,015</b>	<b>£275,427</b>	<b>£686,297</b>
*Funding % split to the overall Programme costs for HO PTF grant submission	<b>35%</b>	<b>33%</b>	<b>32%</b>	<b>100%</b>	<b>18%</b>	<b>41%</b>	<b>40%</b>	<b>100%</b>

## 2019/20 and 2020/21 Budget

	2019/20 Total Budget				2020/21 Total Budget			
	HO PTF	Police	Fire	Total Costs	HO PTF	Police	Fire	Total Costs
Pay Police Officer	£0	£43,004	£43,004	<b>£86,009</b>	£0	£99,364	£99,364	<b>£198,728</b>
Pay PSE	£0	£0	£0	<b>£0</b>	£0	£0	£0	<b>£0</b>
Pay Fire Officer	£0	£26,974	£26,974	<b>£53,947</b>	£0	£47,500	£47,500	<b>£95,000</b>
Pay Fire Staff	£0	£51,680	£51,680	<b>£103,360</b>	£0	£53,078	£53,078	<b>£106,156</b>
Programme Level	£0	(£687)	(£687)	<b>(£1,374)</b>	£0	£0	£0	<b>£0</b>
Workstream 1 - PSV	£0	£0	£0	<b>£0</b>	£0	£0	£0	<b>£0</b>
Workstream 2 - ERIS	£0	£0	£0	<b>£0</b>	£0	£0	£0	<b>£0</b>
Workstream 3 - Rural Engagement	£0	£11,459	£11,459	<b>£22,917</b>	£0	£0	£0	<b>£0</b>
Workstream 4 - ECM	£0	£0	£0	<b>£0</b>	£0	£0	£0	<b>£0</b>
Workstream 8 - Joint Education	£0	£27,500	£27,500	<b>£55,000</b>	£0	£30,500	£30,500	<b>£61,000</b>
Workstream 9 - Duke of Edinburgh / PCV	£0	£0	£0	<b>£0</b>	£0	£0	£0	<b>£0</b>
Workstream 10 - RJ Firebreak	£0	£12,500	£12,500	<b>£25,000</b>	£0	£12,500	£12,500	<b>£25,000</b>
Home Office / PFCC Evaluation model	£0	£0	£0	<b>£0</b>	£0	£0	£0	<b>£0</b>
Bloom Consultancy	£0	£32,000	£32,000	<b>£64,000</b>	£0	£4,000	£4,000	<b>£8,000</b>
<b>Total ESCP Costs</b>	<b>£0</b>	<b>£205,117</b>	<b>£205,117</b>	<b>£410,234</b>	<b>£0</b>	<b>£246,942</b>	<b>£246,942</b>	<b>£493,884</b>
*Funding % split to the overall Programme costs for HO PTF grant submission	<b>2%</b>	<b>49%</b>	<b>49%</b>	<b>100%</b>	<b>0%</b>	<b>50%</b>	<b>50%</b>	<b>100%</b>

## Total – Forecast to 2020/21

Against Potential Benefits at 5 years in the Local Business Case of £14.4m (NPV)<sup>1</sup> at 2020/21

	4 years Total			
	HO PTF	Police	Fire	Total Costs
Pay Police Officer	£71,289	£287,537	£285,942	<b>£644,769</b>
Pay PSE	£15,634	£28,560	£28,056	<b>£72,250</b>
Pay Fire Officer	£58,121	£185,855	£185,855	<b>£429,831</b>
Pay Fire Staff	£85,845	£192,473	£214,919	<b>£493,237</b>
Programme Level	£6,634	£14,441	£4,502	<b>£25,577</b>
Workstream 1 - PSV	£31,197	£4,897	£4,897	<b>£40,991</b>
Workstream 2 - ERIS	£33,205	£20,405	£20,405	<b>£74,015</b>
Workstream 3 - Rural Engagement	£71,908	£37,766	£37,766	<b>£147,440</b>
Workstream 4 - ECM	£0	£0	£0	<b>£0</b>
Workstream 8 - Joint Education	£33,981	£76,780	£76,780	<b>£187,541</b>
Workstream 9 - Duke of Edinburgh / PCV	£9,338	£14,574	£0	<b>£23,912</b>
Workstream 10 - RJ Firebreak	£67,465	£30,000	£30,000	<b>£127,465</b>
Home Office / PFCC Evaluation model	£16,801	£0	£0	<b>£16,801</b>
Bloom Consultancy	£0	£36,000	£36,000	<b>£72,000</b>
<b>Total ESCP Costs</b>	<b>£501,419</b>	<b>£929,288</b>	<b>£925,123</b>	<b>£2,355,830</b>
*Funding % split to the overall Programme costs for HO PTF grant submission	<b>14%</b>	<b>43%</b>	<b>43%</b>	<b>100%</b>

<sup>1</sup> Local Business Case for Joint Governance of Police and Fire & Rescue in Essex (19<sup>th</sup> May 2017), Appendix B2, p.64  
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## Dashboards of financial benefits as at September 2019

		Area of Business Benefit																							
		Better working together to improve public safety	Sharing of estates					Enabling Shared Business Services providing key support functions (e.g. HR, Finance, IT)		Joint procurement initiatives	Further operational collaboration														
			OPCC move to Kelvedon Park	HQ functions	Operational emergency services centre	Better use of operational estate	Facilities Management	Shared ERP platform/ teams	Fleet management		Wave 2 operational collaboration	Wave 3 operational collaboration	Control Room												
<b>BUSINESS CASE PROFILED FINANCIAL TARGET (Cashable and non-cashable)</b>		£4,341,127	£1,749,688	£6,376,812	£1,533,303	£461,494	£0	£4,758,145	£1,180,413	£2,281,484	£3,007,090	£1,170,487	£4,806,050												
Stated in the business case it was anticipated that benefits would be achieved between Oct 2019 - Oct 2022		£30,796,185																							
Stated in the business case it was anticipated that benefits would be achieved between Oct 2019 - Oct 2022	Target £23.8m	£23,097,139																							
	Target £15.9m	£15,398,093																							
Short Term 1-2 years from Oct 2019 - Oct 2019		-	-	-	-	-	-	-	-	-	-	-	-												
Medium Term 3-5 years Oct 2019 - Oct 2022		-	-	-	-	-	-	-	-	-	-	-	-												
Long Term 5-10 years Post Oct 2022		-	-	-	-	-	-	-	-	-	-	-	-												
<b>CURRENT ACTIVITY AND PROFILED FINANCIAL BENEFITS</b>																									
Profiled savings 5 and 10 Years		5 yr savings	10 yr savings	5 yr savings	10 yr savings	5 yr savings	10 yr savings	5 yr savin	10 yr savin	5 yr savin	10 yr savin	5 yr savin	10 yr savin	5 yr savin	10 yr savin	5 yr savings	10 yr savings	5 yr savin	10 yr savin	5 yr savin	10 yr savin	5 yr savings	10 yr savings		
Projected benefit Totals of current programme (A)		£4,787,210	£11,763,308	£1,431,500	£1,484,000	£27,760	£62,460	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£235,000	£235,000	£0	£0	£0	£0	£42,573	£103,379
Percentage of (A) realised		24.6%	10.3%	-3.5%	-3.4%	25.0%	11.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Total realised benefit £		£1,166,131																							
Total profiled benefits (A) at the 5 year		£6,524,042																							
Total profiled benefits (A) at the 10 year		£13,648,147																							
Current project activity Matrix		Green	Amber	Amber	Amber	Amber	Red	Red	Amber	Amber	Red	Red	Amber												
<b>GAP AGAINST THE PROJECTED FINANCIAL TARGETS</b>																									
Projected Benefits gaps against the £23.8m Target																									
Projected Benefit Gap from current programme profiled benefits 5 year Point		-£17,217,570																							
Projected Benefit Gap from current programme profiled benefits 10 year		-£10,971,330																							
Projected Benefits gaps against the £15.9m Target																									
Projected Benefit Gap from current programme profiled benefits 5 year		-£9,593,669																							
Projected Benefit Gap from current programme profiled benefits 10 year		-£3,054,807																							
Activity Matrix Key:		Green	Activities or projects complete/in progress and benefits profiled																						
		Amber	Some activities or projects in progress but require benefits profiling																						
		Red	No known activity or project with no benefits profiled																						



## Appendix 1 – Status of Tactical Ten Projects

Project title	Lead	Overall status	Benefits	Project Objective and Update	Stage of the Project
1. Expansion and roll-out of Parish Safety Volunteers model into Safe Well and Secure Visits	Andrea MacAlister (ECFRS)	On-track	Assured	<p>Objective: To take the learning from the PSV Model and incorporate into the development and evaluation of the Safe, Well and Secure visits being delivered by Home Safety Technicians and Home Safety Volunteers.</p> <p>Update: All technicians accredited by Essex Police to deliver Crime Prevention advice. Actual and Projected Benefits assured by finance leads. Closure report for move to BAU due for November 2019.</p>	Delivery – moving to BAU
2. Essex Risk Intervention Service	Andrea MacAlister (ECFRS)	On-track	Assured	<p>Objective: Essex Risk Intervention Service (ERIS) is a partnership with a Clinical Commissioning Group and will pilot the concept of a commissioned service to cover falls assessment and ordering of assistive technology during the ECFRS Safe and Well visits from April 2018 to April 2019. Police 50% financial input, Fire 50% financial input .</p> <p>Update: Pilot complete. Falls Assessment will be incorporated into the Safe Well and Secure visits. Actual and Projected Benefits assured by finance leads. Closure report for move to BAU due for November 2019.</p>	Delivery – Moving to BAU
3. Rural Engagement (Inc Rural Community Builders)	Andrea MacAlister (ECFRS)	On-track	Under Review	<p>Objective: Development of a Joint Rural Engagement programme - Essex Police and Fire Service to work in collaboration to develop shared ways of working which will deliver joint outcomes and improved service delivery for the rural communities; avoiding duplication and inefficient public engagement.</p> <p>Update: Pilot complete. Rural Engagement to be included into BAU for delivery of community safety by area. Benefits under Review by finance leads</p>	Review - Benefit Realisation
4. Development of a web-based portal for the public to request a Safe, Well and Secure visit	Moira Bruin	Under Review	Under Review	<p>Objective: To This Project has developed from the original scope of rolling out the Essex Community Messaging. Aim is to enhance the user ability to engage with the Home Safety Service, as well as enhancing the CRM reporting capability.</p> <p>Update: CRM cannot support portal at this time. Reviewing on whether this is still a feasible project. No financial benefits attached.</p>	Analyse and Define

Project title	Lead	Overall status	Benefits	Project Objective and Update	Stage of the Project
5. Collapsed behind closed doors	Amanda Johnson	Complete	Assured	Objective: ECFRS to attend calls from Essex Ambulance for Collapsed behind Closed Doors rather than Essex Police, to reduce Police demand, improve outcome for public and improve visibility of ECFRS  Update: Moved to be BAU. Closure report accepted and financial benefits assured by finance leads	Move to BAU - Closure Report ready for signoff – SGB Nov 28th
6. Community Speedwatch	Andrea MacAlister (ECFRS)	Complete	Assured	Objective: ECFRS to take on the development and running of CSW programme from Essex Police. Essex Police still to manage.  Update: Moved to BAU under the Safer Essex Road Partnership. Benefits agreed – no financials attached	Move to BAU Closure Report ready for signoff – SGB Nov 28th
7. Strategic Roads Network	ACFO Dave Bill	Action Required	Under Review	Objective: Essex Fire to understand if and how they could assist Essex Police in keeping the strategic roads network open.  Update: A number of potential schemes and activities have been considered, but the Programme Board have agreed these are not feasible and no benefits can be realised. Project to be closed and Closure report due November 2019.	Close - Closure Report ready for signoff – SGB Nov 28th
8. Joint Education Team	Andrea MacAlister (ECFRS)	On-track	Assured	Objective: Development of a Joint Education Team delivering dual messages for Essex Police and Essex Fire to improve the number of interventions and message retention  Update: Project in BAU. Financial benefits Assured. Closure report to be written for November 2019	Moving to BAU Closure Report ready for signoff – SGB Nov 28th
9. Provision of Duke of Edinburgh for Police Cadets	Andrea MacAlister (ECFRS)	On-track	Assured	Objective: ECFRS to help EP develop the Duke of Edinburgh scheme for their VPC using their national NFCC licence.  Update: Project to be closed as EP have successfully grown VPC and there will now be a national D of E scheme for Police cadets which EP will join. Closure report for September 2019.	Closed

Project title	Lead	Overall status	Benefits	Project Objective and Update	Stage of the Project
10. Provision of RJ Firebreaks.	Andrea MacAlister (ECFRS)	On-Track	Under Review	Objective: ECFRS to develop FireBreak courses to provide a referral pathway for prisoners due for release to go on full RJ scheme. Update: Academic partner engaged to help with benefits realisation. PFCC RJ team reviewing benefits.	In Delivery – Review April 2020
11. Control Room Portal	Leigh Norris (EP)	Complete	Assured	Objective. To reduce the number of telephone calls between Control Rooms Update: In BAU. Calls reduced by 71%. Benefits assured by finance teams	Closed – In BAU

## Appendix 2 – Status of Strategic Programme of Work

Reference No's	Project title	Lead	Programme status from Leads			Updates from Leads at end October 2019
			Overall Status	Risk	Benefits	
SPoW 01/2018	Joint Fleet	Mark Gilmartin Dave Bill	Amber	Amber	Amber	Strategic Outline Case has been provided by PA Consulting setting out an initial short listing of areas offering the areas of most opportunity for progression, this has been reviewed by Chief Constables and Chief Financial Officers. An outline business case is now to be completed for the governance boards consideration for January 2020.
SPoW 02/2018	Shared use of ECFRS Estate	Dave Bill	Green	Green	Amber	<p>* Shared Use on On-Call Fire stations as drop-in stations for Essex Police – 22 stations have gone live, with a further 11 in progress. The project team are closely liaising with Fire and Police estates and Fire Group Managers and EP District Commanders/CPT Inspectors. Work progressing to facilitate EP CPT access to a number of stations and with Rural Engagement Team scheduled for access from November 2019 onwards to a number of pan-Essex stations. In the period 01/10/2018 to 30/09/2019, 470 logged fob access by EP</p> <p>*Share use - Further opportunities. Dovercourt/ Harwich - feasibility agreed progression by ECFRS SLT. Police Estates Board have agreed to progress the high level proposal that had been provided to the Estates Change Board and the EP/ ECFRS property teams regarding the options for Harwich Police Station and the potential shared accommodation with ECFRS at Harwich and Dovercourt Fire Station.</p> <p>The agreed way forward is to take outline business case for funding (including a communication plan) to the Emergency Services Strategic Governance Collaboration Board on 28th November 2019 for agreement once the Senior leadership teams have agreed sign off prior to the submission.</p> <p>Recommendations from Strategic Planning project (linked to future growth in Essex) were presented to COG and Fire SLT in July 2019 and a COG event on 30/9 where ideas around future vision and how to prepare for growth were subject of a presentation and workshop. From this, some high level, future-thinking principles are being formulated. These, alongside those from ECFRS, will help to input into the Essex Design Guide and local plans.</p>

Reference No's	Project title	Lead	Programme status from Leads			Updates from Leads at end October 2019
			Overall Status	Risk	Benefits	
SPoW 03/2018	Provision of Classroom Facilities	Paul Chipperfield	Amber	Green	Amber	<p>Shared Classrooms: 15 Classrooms available via the central booking system at KP for use</p> <p>Shared Training Courses: A joint strategy has been approved by ECFRS SLT.</p>
SPoW 04/2018	Joint provision of specialist training	Nick Morris Dave Bill	Green	Green	Amber	<p>Recent meeting around this project with C/Supt Pavelin and further meeting planned for Nov 2019. Similar meeting with Fire Assistant Chief Officer on 20/9/19 included Fire requirements for proposals that considered MOSCOW (Must, Should, Could, Would) principles to ensure risk linked to training elements and now being considered within EP which will then help to create OBC late 2019. Some really positive short term opportunities have been realised including (Aug onwards) Police dogs and firearms training at both Chelmsford and Orsett fire stations. Close liaison with OPC, Estates, 7F collaboration and numerous others. New proposal to approach Local Authority Chief Execs and Education leads to get support at highest level to help facilitate use of relevant buildings/locations and educational sites during school holidays. This would support specialist training and also forthcoming HMICFRS inspection around MTA (Rob Bell liaison). This project also ties in with Strategic project around shared use of classrooms and leads in both services around this and this project is also taking cognisance of UK wide police service growth in officer numbers to help accommodate initial training.</p>
SPoW 05/2018	Joint Incident Command Unit	Nigel Dilley	Amber	Amber	Amber	Closure report agreed. No benefits realised.
SPoW 06/2018	IT Convergence Roadmap	Mark Gilmartin Karl Edwards	Amber	Amber	Amber	Project on hold until June 2021. No benefits profiled.

Reference No's	Project title	Lead	Programme status from Leads			Updates from Leads at end October 2019
			Overall Status	Risk	Benefits	
SPoW 07/2018	Joint Procurement Initiatives Asbestos Management Consultancy Services Contract	Sheldon Dyer David Edwards	Green	Green	Green	Contracts have been issued to Suppliers and mobilisation is underway for Essex Police & Kent Police for commencement on 1st October 2019, due to vetting requirements.  Existing contracts have been extended for cover the interim period.
SPoW 07/2018	Joint Procurement Initiatives Temporary Agency Recruitment	Sheldon Dyer David Edwards	Green	Green	Green	Tender documents have been prepared by Sharpe Pritchard on behalf of Seven Forces and Essex FRS. A meeting has taken place to evaluate the specification proposed, (18th July). ECFRS and Beds Police are the procurement advisors on the tender process. All other services represented by HR employees.
SPoW 07/2018	Joint Procurement Initiatives Printers	Sheldon Dyer David Edwards	Green	Green	Green	Proposal is for the replacement of ECFRS printers with enhanced functionality through an agreement with Essex Police. The contract lease agreement is for a period of five years from the date of signature. This project has several options and initial cost investigations have identified that the preferred outcome is a collaboration approach. ECFRS currently maintains 230 printers across the estate and the collaboration to a joint procurement will reduce this to 138 printers required. The current status to undertake a full renewal of current infrastructure is at a cost of £892K. Moving to the new infrastructure is at a cost of £533K (reduction of cost by - £359K)

Reference No's	Project title	Lead	Programme status from Leads			Updates from Leads at end October 2019
			Overall Status	Risk	Benefits	
SPoW 07/2018	Joint Procurement Initiatives Cleaning Services	Sheldon Dyer David Edwards	Green	Green	Green	Proposal is for ECFRS to join the existing agreement for cleaning services provided to K&EP. Current status is that ECFRS are out of contract and there is no barrier to joining the agreement
SPoW 07/2018	Joint Procurement Initiatives Financial Transactions Health Check	Sheldon Dyer David Edwards	Green	Green	Green	Financial Transactions Health Check procurement. Low cost/no win-no fee structure and there are compliant routes to market readily available via a Crown Commercial Services/YPO offering for example (with numerous suppliers).
SPoW 08/2018	Shared Control Room Facility	Paul Wells Rick Hylton	Red	Red	Red	Control Systems Project will be progressed through ECFRS as per the Strategic Board decision. Potential co-location options to be kept open at SGB for further discussion.
SPoW 09/2018	Increase resources in the Dengie Peninsula	Greg Keys	Amber	Green	Red	This work stream is now a strand of the community safety programme – project Shared Rural Resource. ACC Andy Prophet and T/ACFO Moira Bruin will develop a community safety asset under the community safety banner and a business case will be prepared early in 2020.