



Meeting	Service Leadership Team	Agenda Item	6d
	Strategic Board		
Meeting Date	26 May 2020	Report Number	
	11 June 2020		
Report Author:	Director of Innovation, Risk & Future Development		
Presented By:	Director of Innovation, Risk & Future Development		
Subject:	Change Programme		
Type of Report:	Information		

RECOMMENDATIONS

Members of the board are asked to note the contents of this paper and the following appendices attached to provide an update on the progress for each of the projects and programmes;

- Project and Programme Update Report
- Project Impact Assessment, Appendix B
- SCB Risk Dashboard, Appendix C
- Strategic Change Board Terms of Reference, Appendix D

BACKGROUND

With the change in the directorship and the Assistant Director 2020 leaving the organisation in August 2019, the opportunity was taken to review the Change Team structure and processes. The new structure and governance of the Programme Management Office (PMO) was presented and formally approved at the SLT meeting on 12 November 2019.

The first meeting of the new Strategic Change Board (SCB) took place on 8 January 2020; as the meeting evolved it was agreed to review the SCB terms of reference in order to ensure the board is meeting objectives; the new SCB terms of reference were presented and formally approved at a SLT meeting on 21 April 2020, Appendix D.

Since its creation, the Programme Management Office has been working to design and embed several defined set of project management and governance standards for all projects and programmes to adhere to. These defined standards will provide a greater visibility and a clear transparency of project performance for Essex County Fire & Rescue Service.

OPTIONS AND ANALYSIS

The approach on the below governance documents has been presented to SCB members for discussion and ratification and the following project management and governance standards have been designed and are being implemented into the Innovation & Change directorate:

Project and Programme Reporting Dashboards, link as above

To keep stakeholders updated on the progress of each project and programme a monthly progress report is completed and submitted to SCB. The project manager will capture the progress on milestones, provide a summary of achievements undertaken so far along with planned activity. Additionally, a risk, finance and benefit update will be included. Any early warnings of any issues will be raised to prompt discussion with stakeholders and board members. Further to the updates in Appendix A, the Dashboards can be accessed via the following link; -

[PMO Highlight Reports - Dashboards](#) *(please click the above link however, before opening the document please select the 3 dots and 'open in App' opposed to open in browser, please refer to the dashboard and portfolio dashboard tabs at the bottom far left and use the drop down boxes to select programmes and projects)*

Project Impact Assessment, Appendix B

In April, to understand the impact COVID 19 would have on all the inflight projects, a detailed assessment took place by the project and portfolio managers. The purpose of the impact assessment was to identify whether the project activity could continue and whether there were any potential and/or recommended new ways of working.

SCB Risk Dashboard, Appendix C

A monthly risk dashboard is produced and submitted to SCB in order to identify and manage the key risks and controls in relation to the delivery of the change programme, taking into account the aggregate impact of individual programme/project risks and the strategic risk register. To provide assurance that the risk mitigation and control environment remains effective.

Strategic Change Board Terms of Reference, Appendix D

Formally approved at SLT meeting 21 April 2020.

In addition, the following governance standards have been designed and are being implemented across the Innovation and Change Directorate,

- **Lessons Learned Register**

Capturing the lessons learnt is ongoing throughout the project/programme lifecycle and the documented information reflects both the positive and negative experiences. Prior to starting new projects/programmes the register will be explored to identify recommendations which should be considered.

- **Benefits Realisation Register**

Benefits will be captured as part of the planning process and a benefit baseline will then be created. The purpose of the register is to show when the benefits will be realised, in addition, how and when they will be monitored.

- **Programme Quality & Assurance Approach**
To review the key dimensions of a programme, to ensure they are being completed to a suitable level of quality.
- **Tolerance Change Control Process,**
To ensure that changes are to the agreed scope, schedule, benefits and budget of a project and are introduced in a controlled, coordinated and agreed manner.

When the Innovation and Change directorate are at full resource capacity, the identified projects will be fully supported. Any additional projects identified will require an assessment to understand where this work sits against other project priorities.

By working closely with the Business Planning Department, the PMO will have visibility of future department plans, enabling Innovation & Change to more effectively manage the Service change landscape. The Service should ensure that, where possible, all change activities are co-ordinated through the PMO. This will provide a strong level of governance and oversight, ensuring consistency in both project documentation and reporting.

BENEFITS AND RISK IMPLICATIONS

These are identified for each project and programmes, but it is also recognised that some identified items are key controls to the Service Strategic Risks.

FINANCIAL IMPLICATIONS

These are identified within each Project and Programme.

EQUALITY AND DIVERSITY IMPLICATIONS

Impact Assessments have been completed as required within the Projects and Programmes.

WORKFORCE ENGAGEMENT

Monthly Strategic Change Board meetings including all strategic stakeholders, communication and stakeholder plans are set up within each of the projects and programmes.

LEGAL IMPLICATIONS

None specific to this report.

HEALTH AND SAFETY IMPLICATIONS

None specific to this report.