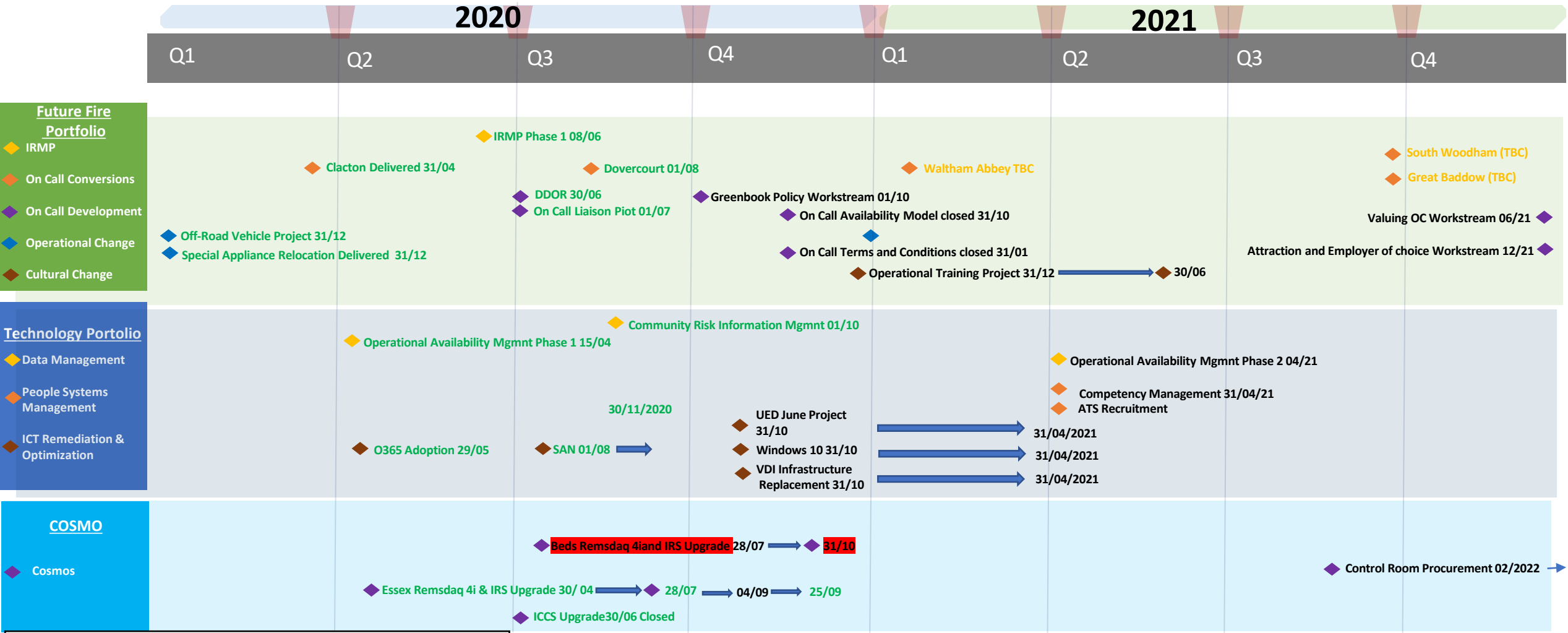# Innovation & Change Directorate

Programme Management Office

March 2021 Reporting Pack

Essex County Fire & Rescue Service Programme Management Office

Innovation & Change Directorate February Project Road Map

	2020				2021		
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Future Fire Portfolio

- ◆ IRMP
- ◆ On Call Conversions
- ◆ On Call Development
- ◆ Operational Change
- ◆ Cultural Change

◆ IRMP Phase 1 08/06

◆ Clacton Delivered 31/04

◆ Dovercourt 01/08

◆ Waltham Abbey TBC

◆ South Woodham (TBC)

◆ Great Baddow (TBC)

◆ DDOR 30/06
◆ On Call Liaison Piot 01/07

◆ Greenbook Policy Workstream 01/10
◆ On Call Availability Model closed 31/10

◆ Valuing OC Workstream 06/21

◆ Off-Road Vehicle Project 31/12
◆ Special Appliance Relocation Delivered 31/12

◆ On Call Terms and Conditions closed 31/01

◆ Attraction and Employer of choice Workstream 12/21

◆ Operational Training Project 31/12 → ◆ 30/06

Technology Portolio

- ◆ Data Management
- ◆ People Systems Management
- ◆ ICT Remediation & Optimization

◆ Community Risk Information Mgmnt 01/10

◆ Operational Availability Mgmnt Phase 1 15/04

◆ Operational Availability Mgmnt Phase 2 04/21

◆ Competency Management 31/04/21
◆ ATS Recruitment

30/11/2020

◆ UED June Project 31/10 →→→ 31/04/2021

◆ O365 Adoption 29/05

◆ SAN 01/08 →

◆ Windows 10 31/10 →→→ 31/04/2021

◆ VDI Infrastructure Replacement 31/10 →→→ 31/04/2021

COSMO

- ◆ Cosmos

◆ **Beds Remsdaq 4iand IRS Upgrade** 28/07 → ◆ **31/10**

◆ Control Room Procurement 02/2022 →

◆ Essex Remsdaq 4i & IRS Upgrade 30/ 04 →→ ◆ 28/07 → 04/09 → 25/09

◆ ICCS Upgrade30/06 Closed

Future Projects

* OAM   * OSHENS   *Data Insights Project

Project	SRO	Project RAG	Benefits RAG	Risk RAG	Finance RAG	Project Live Date	February Project Status Update
Attraction & Employer of Choice Workstream	Karl Edwards	Green	Green	Amber	Green	30th June 2022	• Design & implement a new on-boarding process. We have recently implemented a new on-boarding process for On-Call, reducing the time to hire by up to 50%. Our HR Department has been working closely with our On Call Liaison Officers (OCLOs) on delivering this and we are expecting to start to see the benefits over the coming months. • Design & implement alternatives for hours/ways of working We continue to plan the detail for the first phase of the pilot. We are particularly focusing on the Service & systems readiness for supporting the new O/C contracts, to understand whether the current processes and systems can support this change, or what work is required to prepare for this. We are expecting this activity to take 6-8 weeks. Our HR team are working on drafting the new contracts. We are hoping to be in a position to engage with our O/C colleagues, in particular the phase 1 pilot stations as well as consulting with our representative bodies in May/June time. These activities will allow us to then properly plan the implementation dates locally for each of the pilot stations, one we understand the localised roll-out plans. • Design & implement more accessible development pathways. We are reviewing the position of all of our On-Call colleagues who are in a temporary position, in particular those who have been so for over 24 months. Our People Business Partners are working through reviewing these individually, updating development and succession plans and putting in place assessment and selection arrangements where necessary. We intend for this work to be complete and to have worked with all individuals by Mar-21.
Valuing On-Call Workstream	Colette Black	Green	Green	Green	Green	1st September 2021	Following the feedback from the recent staff survey, we have been able to analyse the O/C responses and align these to our priority focus areas for this workstream. The next steps are to start the definition work in March, following the February focus groups, to understand what the deliverables of this project are and what is/will be delivered as part of BAU. To date, the workstream has been defined as follows; • Employees feel safe, have a voice & are heard. Review of the existing channels of communication identifying those that are working effectively. • Employees are motivated, involved and engaged. Review motivators for becoming a FF that are specific to O/C, through Service surveys. Convert findings about how we make the most of the motivators into actions. • Training that is effective, available and accessible for all. Assess whether training commitments & principles are having an impact on how O/C FF are accessing and benefiting from training.

Project	SRO	Project RAG	Risk RAG	Benefits RAG	Finance RAG	Project Live Date	February Project Status Update
On Call Terms and Conditions Project	Karl Edwards	🟩	🟩	🟩	🟩	31st January 2021	This Project was formally closed at the SCB meeting on the 3rd February 2021.

Operational Training Project	Colette Black	🟩	🟨	🟩	🟩	Original date: 31st December 2020
						
						Revised 30th June 2021
							• On 23/3/20 L&D invoked their BCP following the SLT decision to cease all operational training for 6 weeks with the exception of WT initial training and OC initial BA.
							• AN IA was completed on 27/3/20 indicating that the maximum tolerable period of disruption for all training activity would be 3 months.
							• Additionally, it was agreed that the validity of the following qualifications would be extended by 6 months - BA, ICV, & ERD
							• On 14/5/20 the reinstatement of station based training was announced
							• On 26/6/20 Rostering was implemented on station; training of rostered staff to commence by Aug 20; this was ceased on 28 Jan 21
							• Risk rating based on recommencement of training delivery recommencing 1 July 20
							• On 5/8/2020 the strategic change board approved a six month extension to the project
							
							• There are 6 identified workstreams;
							  • W1 - Assurance of Operational Core Skills competency (CSAP)
							  • W2 - Delivery of the Operational Training Plan 2019-2022
							  • W3 - Communication & Change - brief, PID , Comms, risk, TOM
							  • W4 - Review & upgrade of training facilities - COMPLETE
							  • W5 - Delivery of Casualty care Training
							  • W6 - Training Library Review - COMPLETE

Project	SRO	Project RAG	Benefits RAG	Risk RAG	Finance RAG	Project Live Date	February Project Status Update
On-Call Conversion Project	Moira Bruin	🟩	🟩	🟩	🟧	Clacton: 31/04/2020 Dovercourt: 31/04/2020 SWF: TBC Waltham Abbey: TBC Great Baddow: TBC	• The project continues to be managed in the manner previously reported, completing the tasks that it sets itself. The project remains on track to meet its next significant milestone, which is to retire the day crewed shift system at Waltham Abbey on the 31st July 2021. • All affected Day Crewed personnel have been written to in this reporting period, mirroring the conversations that took place during Station Manager 1-2-1s in December. • A Decision Paper has been presented to the PFCC, requesting that the below roles are funded from Service Reserves during the next financial year. • On-Call Liaison Manager • On-Call Liaison Officers x4 • Station Manager at STC • Watch Manager Training Instructors x2 • HR Recruitment Advisor x2 • The outcome of that decision is pending, but the appointment of those roles, particularly the training instructors, will be critical in meeting the demand for courses that the project team has, as a result of our successful, Station led, recruitment activity. • The performance of Dovercourt has been closely monitored since its transition to On-Call last year. Appliance availability has been good and is in line with expectations given its Key Station status. The station is now very close to reaching its optimum headcount, so recruitment activity will shortly return to BAU levels, with the focus shifting to supporting individuals through their phased progression. • The newly defined Project Board met for the first time this month, with a clear focus to continue to refine local station transition plans that are realistic, achievable and financially considered. These plans will be scrutinised by the project board in the next reporting period.

Project	SRO	Project RAG	Benefits RAG	Risk RAG	Finance RAG	Project Live Date	February Project Status Update
ATS Recruitment	Natalie Quickenden	🟩	🟩	🟩	🟩	30th September 2021	• A Project Brief was approved at both the Technology Portfolio Board and Strategic Change Board. • Project Team meetings are scheduled regularly. • Waiting for HR to move forward with Business Requirements and G Cloud Shortlisting • ICT and Procurement are aware of G Cloud approach and the preparation that is underway • We have been unable to progress this month, as a consequence the PID will not be ready for mid March. An assessment with HR on when they can achieve their shortlisting and recommendations will determine a new target date for the PID. • It has been highlighted to the HR Department that their request to be live with a new system by the end of September is at risk due to the time delays. No project plan has been put in place or agreed so there is no current risk from a project perspective. • Recommendations will be made to the Technology Portfolio Board and Strategic Change Board for a suitable product.
Competency Management /Elearning Project	Colette Black	🟨	🟩	🟨	🟩	1st April 2021 Awaiting PID sign off at SCB	• EFireservice contract has been signed off. Purchase order being raised. • An incredible volume of system configuration activity has been achieved throughout February and all targets outlined in the project plan have been met. • User Acceptance Testing (UAT) commencing 1st March 2021 • Go live decision scheduled for 17th March 2021 on presentation of UAT summary and outcome • Training delivery scheduled and commencing 8th March 2021 • Supporting Training materials (documents and videos) being prepared • API build (interface) progressing on target. Separate UAT • PID approved at TPB and SCB, subject to Finance updates • On target to deliver phase 1 go live on 1st April, but no contingency. • Have not planned delivery for phase 2 yet. Current focus is to deliver phase 1 on time. • Small project team, multi tasking. Excellent work. **SCB 3rd February 2020: Competency Management PID Approved** .

Project	SRO	Project RAG	Benefits RAG	Risk RAG	Finance RAG	Project Live Date	February Project Status Update
Operational Availability Management	Neil Fenwick	🟧	🟩	🟩	🟩	TBC	• The OAM Project has been paused while analysis is undertaken on the full end to end requirements and work is being done to include full requirements of the Working Time Directive. • The next planned phase was to integrate with 4i mobilising system, however because 4i is being decommissioned OAM further development is being put on hold. OAM System should, however, continue to be used in stations however the OAM project needs to be fully rescoped and reviewed and working time directives must also be taken into account as mentioned above. • An Exception Report for this project pause has been approved at The Techonology Portfolio Board meeting on Wednesday 24th Feb 2021 and is due to be presented at SCB on 3rd March 2021. • Following successful steering groups in January to capture feedback on the current system from FireFighters requirements workshops are now being arranged with HR to finalise further requirements. • Some investigation has been carried out with regards possible solutions which could be considered going forward. No engagement has yet been made. **OAM Exception Report: SCB 3rd March 2021** OAM Exception Report presented to pause the project. However, following discussions by Board members a decision was made to close the project in order to initiate and procure a new system which will include Working Time Directives. A closure report will follow and further update will be provide to Technology and Strategic Change Board.
Windows 10 Project	Karl Edwards	🟩	🟩	🟩	🟩	28th February 2021	• The Windows 10 project remains at an overall Green status, and is on course to conclude successfully within the planned timescales. • The remaining technical task to address and remediate all surviving standalone Win7 devices is in progress, but has been slowed by the availability of a number of ICT team members during February. This will not however prevent the completion of the project. • A review has been carried out with the ICT team to identify any remaining standalone Win7 PCs, terminals and laptops still in active use around the Service. Each device and the applications running on it are being assessed in turn to determine whether they should be upgraded, replaced or removed. • The initial analysis has been completed and an overview Redress plan with priority order has been created and agreed with the ICT Technical Support Manager. • The "cleanup" tasks are being undertaken by the appropriate ICT BAU SMEs as part of their regular roles, and are not expected to introduce any new or heightened risk of business interruption. These activities will be continued post-project if not completed within the project timeline.

Project	SRO	Project RAG	Benefits RAG	Risk RAG	Finance RAG	Project Live Date	February Project Status Update
UED Project	Karl Edwards					31st March 2021	• The overall project status has returned to green following the increase in staff resourcing for the project from the ICT Service Desk, and the confirmation and the completion of the final procurement items needed for the project. There are some activities explained below which will extend post-project and have been agreed with the Head of ICT, but the primary objectives of the project have now been successfully acheived. • It is acknowledged that the 56 devices still to be handed over have exceeded the project milestone, and issues with travel restrictions and staff availability continue to make the completion of this task challenging. This has however been agreed as an ongoing post-project activity which will continue to be undertaken by the ICT Service Desk (and will transform to a regular BAU activity to support the issue of devices to new users). • Similarly, the decommision and disposal of the redundant equipment has been identified as a task which is likely to require ongoing management by the ICT BAU team post-project. The collecting and cataloguing of the redundant equipment has been delayed by lack of staff resources, and there are still discussions ongoing to determine whether one of the "kit for kids" charities can benefit from the devices that ECFRS will be recycling. • Finally, although not all of the purchased laptop docks have been installed on desktops, it has been agreed that the task can be marked as completed. Uncertainty over final working patterns means it is impossible to predict where the remaining docks should be located, so they will be held in storage by the ICT Service Desk and installed as and where required in the future. • A Closure Report will be shared with the Project Team ready for submission to the Technology Board next month, following further discussions with Finance to confirm the final budget position.

Project	SRO	Project RAG	Benefits RAG	Risk RAG	Finance RAG	Project Live Date	February Project Status Update
VDI Infrastructure Replacement Project	Karl Edwards					28th February 2021	• The overall project has turned Amber, as it has not been possible to complete the DR infrastructure work within the planned timeframe, and therefore the full Go Live date will not be met. There is also • an infrequent connectivity issue with the production system which is being investigated, and needs resolution before the solution can be handed over to ICT BAU support. • It should though be noted that the main production system has been live and serving Win10 desktops to all eligible staff since the end of 2020, and therefore the primary objectives of the project, and the project closure itself, are still expected to be achieved within budget and time. • Work this month has focussed on DR site, although staff absence has continued to prevent the remaining server installations and RDS desktop creations from being completed. A planned test of the Business Continuity process for RDS desktops in DR on 24/02 had to be terminated due to an inability to isolate the Control team from the rest of the Service. This has meant that it has not yet been possible to verify the operation of the DR infrastructure. • The remaining DR server installations are now scheduled to take place during week commencing 01/03/21, with the desktop provisioning following on close behind. • New staff members have started to be assigned the "desktop lite" 4GB Win10 desktop wherever possible, reducing the overhead on the infrastructure. • Skills transfer sessions have been held with members of the ICT BAU team, and the recorded sessions have already been successfully used as reference material for a live support task. • The Project Closure report is now being drafted, and the original system design and reference documents that were created will be revisited to bring them up to date with the solution in its final configuration.

(Project RAG: Amber; Benefits RAG: Green; Risk RAG: Amber; Finance RAG: Green)

Project	SRO	Project RAG	Benefits RAG	Risk RAG	Finance RAG	Project Live Date	February Project Status Update
Community Risk Information Management Project	Karl Edwards	🟩	🟨	🟨	🟩	TBC Revised PID awaiting sign off at SCB	• The project has continued to progress into its second phase, with both project planning and delivery running in parallel. • The Project Board approved a first draft of a revised PID on 1st February, incorporating the additional activity of phase 2. Since then concerns were raised within the project team around the planned timelines and whether they were achievable, due mostly to capacity of individuals – particularly the System Owner (with a full time BAU in addition) and key stakeholders, plus intricacies of data, processes and scale of training effort required for crews • In March a review of the PID timelines and discussions with Group Managers around the software solution for operational crews will take place. Following the Group Manger recommendation and project board decision from operational crews the PID will be revised accordingly and submitted to the Project Board, followed by the Technology and Strategic Change Boards of approval. • Once approved the benefits, project milestones and due dates within the highlight report will be updated accordingly. • Risk Review completed for risk 'Service is unable to fulfil its statutory reporting requirements' - • The decision previously by Jim Palmer and Mark Earwicker, not to migrate any Protection department data from CRM to CIVICA, instead the system owner would ensure that this information was stored securely with easy access by the Team, this was completed by Steve. On Monday 22nd he was informed by Protection tea that the Full Audit, form, needed to illustrate the outcomes of a full inspection. was not accessible in this way. The information was located in CRM and it was identified that this was area of data that still required extraction. • • Hitachi have been asked to investigate whether a batch process can be run on all Full Audit Cases from the last three years, firing off the "Full Audit" report for each and then saving it to a single file which contains all the data. If it's possible, we would expect Hitachi to come back with a business proposal explaining how they propose to do it, and how much they'll charge for the work. • Someone will need to check that where multiple Audits have taken place at that premises over the last three years, that the Audit report for each accurately reflects the situation at the time of that Audit, and doesn't simply pull through the most recent data for each. An update will be provided by the system owner when possible.

Project	SRO	Project RAG	Benefits RAG	Risk RAG	Finance RAG	Project Live Date	February Project Status Update
Remsdaq 4i and IRS Upgrade Project	Karl Edwards	🟥	🟨	🟨	🟩	29th September 2020	**ECFRS Resque 4i Upgrade** Control continuing to experience intermittent performance issues with the Remobilising and Action Plan functions. We have provided Remsdaq with further details of additional occurrences, but they are currently still investigating potential multi-threading issues. Remsdaq took ownership of the Primary system from 10:00 to 16:00 on the 17 February, in order to investigate the issues with the Secondary and Tertiary system upgrades. The outcome of their investigations is that they have identified that following the work carried out in 2016 to implement a simplified infrastructure with manual failover, although the Primary, Secondary and Tertiary environments were separated at an infrastructure (VMware) level, they weren't separated at the application (Wildfly) level. This wasn't an issue in 2016, as they were all on the same software version, but became an issue when we implemented the 4i upgrade on Primary, as that broke the application integrity with the Secondary and Tertiary environments. Remsdaq have now provided a detailed remediation proposal, and the current plan is to upgrade and test the Secondary environment on the 10th March and the Tertiary environment on the 23rd March. **JSET** Remsdaq are still investigating the functional and performance issues with the application. They have now identified that the issues are data related, as the JSET database now has around 96 million duplicate entries in it from the COU files we've attempted to load to date - hence the performance issues - which they now believe relate to the original gazetteer full data load carried out in 2016. They are currently testing a new version of JSET, but this is time consuming due to the size of the datasets. In the meantime, Control are now liaising with Performance & Data regarding additional Control Measures that can be put in place to mitigate the current operational risk. As such, no further progress has been made regarding the BFRS JSET server and PC. **Contracts** The PFCC Decision Sheet for the Remsdaq Extended Agreement to Contract has been updated with additional information at his request, and returned to the OPFCC to get it signed on behalf of the Authority. The ECFRS/BFRS Shared Services Agreement is currently still being updated to reflect the Remsdaq Extended Agreement to Contract and revised costs. Overall Project Status has now been updated to Red, as we won't now complete the project within the tolerances set out in the previous Exception Report.

Project	SRO	Project RAG	Benefits RAG	Risk RAG	Finance RAG	Project Live Date	February Project Status Update

Control Room Procurement Project	Karl Edwards	🟩	🟩	🟩	🟩	21st May 2022	• The Initial Tenders Submission Deadline was reached on the 29 January, and I can confirm that we have received responses from the following bidders: -
							    • • Airwave (Motorola) and 3tc
							    • • Remsdaq and Frequentis
							    • • Systel
							
							• However, Remsdaq have since been disqualified, as they submitted a qualified bid, which they're not entitled to do at the Initial Tender stage. We gave them the opportunity to retract their qualifications, which they declined, so following consultation and advice from Beven Brittan, they were excluded from the process, leaving just Airwave and Systel.
							
							• Supplier Scenario Tests were conducted remotely w/c 8 February, and marking for each of the seven scenario tests agreed at two subsequent consensus meetings.
							
							• The IT Evaluations and consensus meetings have also been progressing well; we've now completed twelve of the twenty-two Technical Questions and conducted an initial review of the bidders' respective Pricing Schedules. ICT are now evaluating this against the Schedules for Authority Responibilies and Allowable Assumptions, in order that we can calculate the overall Total Cost of Ownership (TCO) as part of the financial evaluations.
							
							• The current working assumption is that both of the two remaining bidders will be sent an Invitation to Negotiate (ITN), commencing 8 March for two weeks, after which they will have two weeks to s`ubmit their Final Tenders by the 2 April.