



Essex County
Fire & Rescue Service

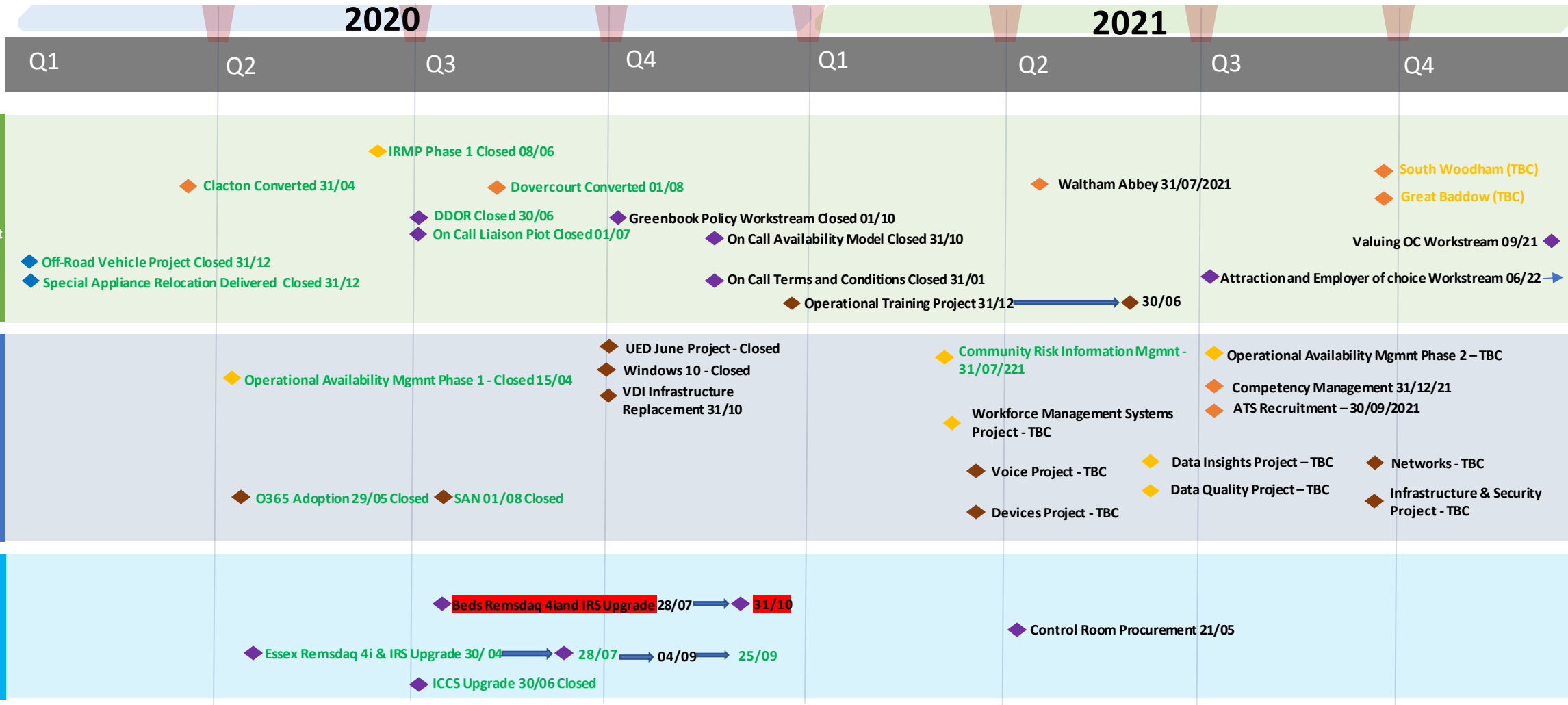
Innovation & Change Directorate

Programme Management Office
May 2021 Reporting Pack



Essex County Fire & Rescue Service Programme Management Office

Innovation & Change Directorate Project Road Map



Future Projects
 *OSHENS Replacement *Digital & Data Programme *Finance Expenses

Project	SRO	Project RAG	Benefits RAG	Risk RAG	Finance RAG	Project Live Date	Project Status Update
On-Call Conversion Project	Moira Bruin					<p>Clacton Converted: 31/04/2020</p> <p>Dovercourt Converted: 01/08/2020</p> <p>Waltham Abbey: 31/07/21</p> <p>SWF: TBC</p> <p>G. Baddow: TBC</p>	<ul style="list-style-type: none"> 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. Waltham Abbey - There are currently 10 On-Call FFs On-The-Run (OTR) at Waltham Abbey. We have a new recruit's basic training course which commenced on the 10th May at Waltham Abbey, and there are a further 5 individuals from the Station area due to attend this course. There are still more applications being processed, with future assessment days planned. Great Baddow – We currently have a date agreed of no later than 31st January 2022. There are currently 9 On-Call FFs OTR at Great Baddow. We have an embedded Crew Manager working a nine-day fortnight, with an expression of interest from another. Additionally, it has been confirmed that the current O/C CM can undertake his primary role from station. There are expressions of interest from two existing D/C FF's (Drivers), with three further applicants awaiting a basic course (it is anticipated that this will be in June). South Woodham – We will be converting between 1st January 2022 - 31st July 2022. There are currently 6 On-Call FFs OTR at South Woodham Ferrers. Through conversations, we are expecting a minimum of two officers to remain in an On-Call capacity post conversion, with a further two FF drivers also expected to remain. Additionally, there is also an expression of interest from a current W/T CM to undertake an On-Call position. Continual reviews will be taking place regarding the final two stations to be converted and their conversion dates. Once their operational On-Call crewing levels suggest that conversion will not adversely affect the current operational response standards at that location, the project can confirm their readiness to convert and the dates. The current On-Call crewing levels at both Great Baddow and South Woodham Ferrers, suggest that both stations are on track to convert within the agreed project timescales.

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Attraction & Employer of Choice Workstream	Jo Turton					30 th June 2022	<p>1. Design & implement a new on-boarding process. The on-boarding process has been implemented and continues to be reviewed. We have established a monthly on-boarding planning meeting to discuss the end-to-end process and provide an opportunity to anticipate and raise any constraints which can then be addressed by the Board.</p> <p>2. Design & implement alternatives for hours/ways of working. The Programme Board made a decision this week to pause the flexible contracts work for the time being. This is due to the high level of risk and uncertainty associated with this, which could not be mitigated to an acceptable level. The focus will now be on empowering and supporting our Managers in offering flexibility within the current contractual arrangements, and what we need to provide in able to support our Managers in this. We will also be exploring other flexible ways of working for On-Call such as the exploration of offering Prevention & Protection work.</p> <p>3. Design & implement more accessible development pathways. We have almost concluded our activity to substantiate those O/C colleagues in temporary positions for 24m or more. We hope to finalise the position of the remaining individuals and conclude and close this activity at the July-21 Programme Board. Moving forward, temporary promotions will be reviewed at the TAP (Transfers and Promotions) Board on a quarterly basis and there will be an operational lead joining the People Strategy Board. We are also exploring the development of an On-Call Champion and a Collaboration Group as a way to bring together and support our On-Call colleagues, best practice and ways of working.</p>
Valuing On-Call Workstream	Jo Turton					1 st September 2021	<p>1. On-Call Voice – On-Call employees feel safe, have a voice and are heard. We have identified the channels of communications for On-Call and are reviewing their effectiveness. This will provide part of the Communications Recommendations Action Plan, along with other deliverables identified around how we communicate with our On-Call colleagues and ensure they have a voice and we are responding to issues raised. We are also looking to work with our On-Call colleagues through a “You Said, we Did” forum to communicate issues raised and progress made.</p> <p>2. On-Call Motivation – On-Call employees feel motivated, involved and engaged. We have a draft position reviewing the motivations for joining On-Call from recent employee engagement. This will now develop into the Motivation Recommendations Action Plan, at which point this will be defined further in terms of the deliverables.</p> <p>3. On-Call Training & Development – We deliver training that is effective, available and accessible for all. We are drafting a position statement for On-Call training and the current demand. This will help us define the deliverables for training under the Training Recommendation Action Plan.</p>

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Operational Training Project	Colette Black					<p><i>Original date: 31st December 2020</i></p> <p>Revised: 30th June 2021</p>	<ul style="list-style-type: none"> • Project Brief V6 & PID V0.5 received Change Board approval 3/9/2019 • PID revised to V0.9 Sep 20 following SCB approval of 6 month extension Aug 20 • PID Updated to V1.0 Nov 20 to reflect Project end dates • SGB paper 5/6/19 approved a £1.4M investment in operational training • SGB paper 3/12/19 approved investment in training facilities of £1.96M; refurbishment of BA chambers, deep lift pits and a new working at height rig at Witham • SLT paper 13/3/20 Noted identified variables to support the strategy beyond 2021 - • Increased FTE, Use of FSC, Impact of Grenfell, Marine Incident training, HMICFRS report, State of Fire report, & OC development programme • 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 <p>There are 6 identified workstreams;</p> <ul style="list-style-type: none"> • 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

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Remsdaq 4i and IRS Upgrade Project	Karl Edwards					29 th September 2020	<p>ECFRS Resque 4i Upgrade</p> <ul style="list-style-type: none"> The fix for the Remobilising performance issues was deployed to all the remaining CROPs in Control, CIT Room and Ongar on the 13 April. However, we have experienced Comms issues over the last couple of weeks, whereby the Alerters haven't been activated at a handful of On-call stations and we had a complete Comms failure on the 24 April. As this roughly coincided with the deployment of the new 4i client, this was backed out to just CROPs 3 and 4, in order to mitigate any operational risks, but extensive testing carried out in both the Dev and Live systems on the 28 April could find no issues with the 4i software. As such, we will continue to monitor over the next couple of weeks and raise any recurrences of the issue with Remsdaq and/or ICT. Remsdaq have cloned the Secondary Comms server from the Primary Comms server, but haven't yet configured it or rescheduled the failover test, due to the Gazetteer Remediation Works taking priority. <p>JSET/Gazetteer Remediation Works</p> <ul style="list-style-type: none"> Senior Management meeting held with Remsdaq on the 8 April to review the operational risk that we're currently exposed to and the plan for the Gazetteer Remediation Works, in order to carry out a full refresh of the 4i gazetteer. Remsdaq delivered this into the Development environment on the 21 April and the 4i Team carried out extensive data validation and testing on the 22-23 April. For the most part, all testing was successful, except for a sample of missing addresses. Remsdaq have since investigated and confirmed that this was due to a mis-match between the timing of when the copies of the 4i and SOLR databases were copied to the Development environment, so they have now repeated the process and delivered the updated data to the 4i Team on the 28 April, who successfully repeated the data validation and testing on the 29 April. This will be applied to the Production environment on the 5 May. Once this is complete and the next ABP COU file is released by OS, we will then resume testing of the JSET application. <p>Contracts</p> <ul style="list-style-type: none"> The ECFRS/BFRS Shared Services Agreement has been updated to reflect the Remsdaq Extended Agreement to Contract and revised costs, and sent to BFRS for review and approval. The Overall Project Status remains Red, as we have now exceeded the project tolerances set out in the previous Exception Report. This will be reviewed once Remsdaq have completed the Gazetteer Remediation Works.

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Control Room Procurement Project	Karl Edwards					30 th September 2022	<ul style="list-style-type: none"> Final Tenders were received from both bidders by the deadline of the 4 May. All re-submitted technical responses (8 from Airwave and 18 from Systel) were reviewed and scored by the FT Evaluation team, and the consensus meetings were concluded on the 20 May. Each bidder's Pricing Schedule was also reviewed, as was their adherence to the Contract, giving us a final overall scoring for each of the bidders. This was presented to the COSMOS Programme Board meeting on the 21 May, who approved the recommendation to award to the highest scoring bidder, taking into account all the quality, pricing and contractual criteria. A draft PFCC Decision Sheet for Contract Award and Signature has now been drawn up, reviewed and approved by the SRO, CFO and Procurement Lead. This will now be signed off by the Statutory Officers and SLT, before being submitted to the PFCC for final approval and sign-off. This will be formally ratified at the PFCC Strategic Board meeting on the 15 June. Once this is completed, we can then proceed with notification of the award decision to bidders, debriefing of unsuccessful bidders and commencement of the 10-day standstill period, following which we can confirm appointment of the successful Bidder, award of the Contract and notification of Contract conclusion to all participants. As such, we are still anticipating completion of the Contract Signature process by the 2 July and a Contract Start Date of the 5 July. In the meantime a draft PID will be drawn up for submission to the COSMOS Programme Board meeting on the 24 June.

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Community Risk Information Management Project	Karl Edwards	Green	Yellow	Yellow	Green	31 st July 2021	<ul style="list-style-type: none"> The project has continued to progress into its second phase with the revised PID approved by the Strategic Change Board in May. The benefits, costs, milestones and due date have been updated accordingly The project has now moved under the governance of the Digital and Data Strategy Board and a handover of Programme and Portfolio Manager from Natasha Mistry to Peter Morath. The Safeguarding Team went live with the system as planned on 4th May. Operational crews training is planned for weeks commencing 14th and 21st June, with both Ops Policy and Ops Delivery go live planned for 1st July. A revised DPIA is now in progress to incorporate Ops Policy and Ops Delivery, which will be submitted to the Information governance Board for approval ahead of go live on 1st July.
ATS Recruitment	Colette Black	Green	Green	Green	Green	30 th September 2021	<ul style="list-style-type: none"> The annual plan has identified a new Applicant Tracking System as a deliverable for this financial year. A Business Analyst continues to work with Human Resources to finalise the business requirements and map the as is and to be processes. We agreed on approval of the project brief that a PID would be produced at the time we are able to make a recommendation of a supplier. Once the Business Requirements are finalised, the Service need to decide the approach for procurement and whether G Cloud is a viable option. Recommendations will be made to the Board. There are concerns over timeline delivery if Human Resources do not finalise the requirements as soon as possible.

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Competency Management /eLearning Project	Colette Black					31 st December 2021	<ul style="list-style-type: none"> We delivered drop in sessions during this period to provide the opportunity to raise individually challenges and provide additional support. There was not a high attendance, however the sessions that went ahead proved worthwhile. The planners for the phase 1 and phase 2 firefighters have been built in Development Pathways and we currently working on the Crew Manager planners. We are reviewing our approach to migrate the achievements to date for these planners from TASK to pdrPro and are having to revisit our method. As a consequence, I have moved the due dates for the Phase 2 planning and PID update to the 4th June. We continue to struggle progressing the API. To support ICT, eFireservice have provided a training day. The challenges have now been escalated and we hope to see this resolved quickly. If we are unable to resolve this soon, this will be escalated as an issue because of the impact on project resources and their availability as a consequence. The PID and Product Breakdown structure will be updated with phase 2 planning has completed. Read and sign documents (replacement to TASK must reads) have been loaded to pdrPro for the first time and we are able to provide evidence that these are being accessed. Training videos on the intranet remain popular. The intranet site for pdrPro/TASK has been updated to reflect the transition from one system to another to date. This will continue to evolve as progress is made. Workshop scheduled to discuss the approach to decommission TASK.
Operational Availability Management	Neil Fenwick					TBC	<ul style="list-style-type: none"> A closure report will be brought to Digital and Data Strategy Board in May 2021 for this Project. The OAM Project was paused while analysis was undertaken on the full end to end requirements and work was being done to assess 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 was put on hold. OAM System will, 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 Technology Portfolio Board meeting on Wednesday 24th Feb 2021 and was presented at SCB on 3rd March 2021. Following approval of the exception report at SCB the decision was taken to close the project as it stands and restart a new project to provide a New Availability System to eventually replace OAM. This project will focus on implementing a robust software solution that enables effective operational availability management for our operational crews.

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Data Insights	Karl Edwards					TBC	<ul style="list-style-type: none"> We are in the planning stages of the project. Scoping, vision and objective planning sessions have been held with the team to steer the project brief document which will initiate the PID. The vision concluded from the team includes the following: <ul style="list-style-type: none"> Visibility Accessibility – Availability Self Service Central Repository Integrated Department Data Alerting Shareable – Internal/External Predictive Analysis – Forecasting Single source of the truth Work will continue to finalise the project brief and we will begin on the PID. Microsoft Partner Supplier meetings are currently taking place with: <ul style="list-style-type: none"> ANS Group Simpson Associates COEO All suppliers have been sent pre meeting questionnaires to complete in order to gain a better understanding of who they are and what they can offer the Service. A supplier evaluation meeting has been scheduled, which will be used to score and agree the best suitable supplier. The business partners are currently conducting department requirements gathering, along with creating an infrastructure map by working with Performance and Data and ICT to establish a clear picture of what the Service already has in place.
Data Quality	Karl Edwards	RAG Not Set	RAG Not Set	RAG Not Set	RAG Not Set	TBC	<ul style="list-style-type: none"> Project Initiated following approval of the Digital Data Strategy and associated Programme of work. The current focus has been on stakeholder engagement to finalise the scope and objectives of the project. The next priority is completion of the Project Brief for submission to the Digital & Data Programme Board.

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Voice	Karl Edwards					TBC	<ul style="list-style-type: none"> Potential supplier identified to avoid any business interruption to our phone services which may be caused by the imminent retirement of Skype for Business Online on 31st July 2021. Urgent definition and approval activates in progress. Project team working to identify costs - PFCC Decision paper will be written this period for sign off. <p>Replacement of Skype with Teams</p> <ul style="list-style-type: none"> Business Analyst looking at all current reports currently being used in the Tiger System. reports will be shared with potential suppliers to identify whether all current reports can be replicated by the analysis tools that the 8x8 solution offers. Project team working on the following reports to support business analysis work: <ul style="list-style-type: none"> list of DDIs which have been used over the last 12 months for outgoing calls to international and premium rate (or other non-standard) numbers. list of all DDIs which have received incoming external calls over the last 12 months (total by DDI will suffice). <p>Replacement of Handsets</p> <ul style="list-style-type: none"> Poly CCX handset device was tested on Skype in the current environment and was successful - the later transfer to Teams should be seamless. Partners have suggested that the cost and functionality of these devices, and the fact that they require MS Teams licences may be excessive to Project requirements <p>Replacement of PA Systems at W/T stations</p> <ul style="list-style-type: none"> The replacement of the PA systems will be the last piece of the project implemented and that the current in situ solutions will be compatible with the newly procured systems featuring in the other elements of this project.
Workforce Management Systems	Karl Edwards	RAG Not Set	RAG Not Set	RAG Not Set	RAG Not Set	TBC	<ul style="list-style-type: none"> Project Initiated following approval of the Digital Data Strategy and associated Programme of work. It is a direct outcome of the Application Modernisation Project, OAM was identified as a priority application to review and replace and this project will deliver a new solution meeting the new needs of the Service A closure report for the OAM Project will be presented at the next Digital & Data Strategy Board meeting on 27th May, once approved at SCB this will bring the OAM project to closure. The current focus has been on stakeholder engagement to finalise the scope and objectives of the project. Business analysis has also commenced, beginning to capture the user and service requirements. The next round of engagement will include adding and agreeing a MoSCoW rating to support the procurement process. The project is initially exploring the procurement opportunities via G-Cloud to understand if there are any viable solutions. If unsuccessful a tender process will be completed, this work is and will continue to be in liaison with Service Procurement Lead. The next priority is completion of the Project Brief for submission to the Digital & Data Programme Board

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Infrastructure and Security	Karl Edwards					TBC	<ul style="list-style-type: none"> Digital and Data Strategy Business case approved in March 2021 - Infrastructure and Security project agreed as part of this strategy to address the following: <ul style="list-style-type: none"> Infrastructure needs financial and resource investment as it reaches end of life, end of support or it fails. Examples include servers, switches and virtual server environments. Individual components may fail causing significant disruption to services. On-premise infrastructure becomes increasingly vulnerable to attack. Performance expectations will not be met. Efficiencies may prove more difficult to realise. The project is currently in initiation stage, as highlighted in the business case the project will aim to achieve the following: <ul style="list-style-type: none"> Change backup and restore solutions. Move authentication to the cloud. Improve monitoring and security. Continue the move to public cloud. Modernise disaster recovery provisions. A full brief and PID are currently in progress and will be agreed at the Digital and Data Programme Board, prior to being submitted to SCB.
Devices	Karl Edwards	RAG Not Set	RAG Not Set	RAG Not Set	RAG Not Set	TBC	<ul style="list-style-type: none"> Project Initiated following approval of the Digital Data Strategy and associated Programme of work. The current focus has been on stakeholder engagement to finalise the scope and objectives of the project. The next priority is completion of the Project Brief for submission to the Digital & Data Programme Board.

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Networks	Karl Edwards					TBC	<ul style="list-style-type: none"> • Digital and Data Strategy Business case approved in March 2021 - Networks project agreed as part of this strategy to address the following: <ul style="list-style-type: none"> • The firewalls will become increasingly vulnerable to cyber-attack, putting the ECFRS network at considerable risk. • Equipment and infrastructure components will fail as they age. • Premises experiencing poor performance will continue to suffer and reduce their asset value. End users become less efficient and less engaged. Modern platforms struggle to deliver expected efficiency gains when run on an aged, slow network. • The is project is currently in initiation stage, as highlighted in the business case the project will aim to achieve the following: <ul style="list-style-type: none"> • ECRFS firewalls infrastructure replaced with new SD WAN ready Firewalls. • SD WAN implemented Service wide providing direct to site internet and virtual WAN. • NGN WAN retired Daisy contract not renewed. • Service wide faster internet • Improve connectivity at all sites to reduce staff productivity impact. • A full Brief and PID are currently in progress and will be agreed at the Digital and Data Programme Board, prior to being submitted to SCB.