



Essex County
Fire & Rescue Service

Innovation & Change Directorate

Programme Management Office
August 2021 Reporting Pack



Essex County Fire & Rescue Service Programme Management Office

Innovation & Change Directorate Project Road Map

Future Fire

Digital and Data Strategy

COSMOS

2020		2021				2022				2023
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
On-Call Conversion	01/08 - Dovercourt Converted			31/07 - Waltham Abbey		31/01/22- Great Baddow		31/07/21- South Woodham Ferrers		
	On-Call Development	01/10 - Greenbook Policy Workstream 31/10 - On-Call Availability Model Closed 31/01 - On-Call Ts & Cs Closed		06/21 - Valuing OC Workstream		12/21 - Attraction & Employer of choice Workstream				
Digital and Data Programme						01/22 - Competency Management		08/22- Voice	12/22- Applicant Tracking System 12/22- Networks 12/22- Infrastructure and Security	03/23 - Devices 05/23 - Data Insights 06/23 - Frontline Technology
App Modernisation Programme			31/04/21 - UED 31/04/21 - Window: 10 31/04/21 - VDI Infrastructure Replacement			31/04/22 - Expenses 31/05/22 - Intranet 31/05/22 - websites 31/05/22 - CFRMIS Phase 2 - Water Services	31/08/22 - OSHENS			
COSMOS Programme			06/21 - ICCS Upgrade Closed		10/21- Remsdaq 4i & IRS Upgrade				12/22 - Workforce Management	01/23 - New Control Systems Implementation 01/23 - Station End Equipment

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 Converted: 31/07/21</p> <p>G. Baddow: 31/01/2022</p> <p>SWF: 31/07/2022</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 duty system at Waltham Abbey on the 31st July 2021. Waltham Abbey - Converted last month. Availability since the switch over has been above 90%. There are 15 On-Call FFs On-The-Run (OTR) at Waltham Abbey. 4 have recently passed the phase 2-3 assessment. We have 1 recruit waiting for basic training and 2 going through the recruitment process. We are having conversations with 3 day-crew who have expressed an interest in On-Call contracts post conversion. Great Baddow – 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. South Woodham – 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. Work will continue with the Station Managers, Group Managers and stations to shape the transition of all stations. HR have received issues relating to the pay protection agreements. HR are working closely to work through the queries coming through and will update the project regularly.
National Operational Guidance Project (N.O.G)				Risks being added to JCAD this period		31/08/2023	<ul style="list-style-type: none"> The project is well underway, as a multifaceted project there are multiple things happening in conjunction with each other. The SGAs, are on track to be completed on time. The regional product packs are on track, being completed on time. The Service review of those products in on track. Implementation is anticipated to be delayed due to Rep Body engagement.

Project	SRO	Project RAG	Benefits RAG	Risk RAG	Finance RAG	Project Live Date	Project Status Update
On-Call Development Programme	Jo Turton					1 st June 2022	<p>We continue with the programme re-scope activity to define the deliverables of the programme. This includes considerations on the programme following a recent recommendations paper which has been drafted by Dave Bill as well as wider alignment to the change landscape work the Change & Innovation department are undertaking. Our intention remains to refine the scope and the future of the programme to the Board in October 2021.</p> <p>On-Call Liaison Officers (OCLO) Update:</p> <ul style="list-style-type: none"> • Assessment Days - Organising and assisting with the On-Call assessment days at Canvey station which are taking place twice a month. The team have been helping arrange candidate medicals, DBS checks and pre-employment forms. • Training - Working with the training dept to arrange the On-Call basic training courses, including arranging venues. • Recruitment – Organising recruitment events for Ingatestone. Arranging banners for Canvey, Ingatestone and meeting with SM's to discuss how to increase recruitment. • Comms – Working with Jade and the Media team around social media campaigns. • Dengie Stations - Identifying the needs for the Dengie stations and assisting with a recruitment strategy. • Converting Stations - Continuing to support the converting stations, in particular looking at ways the team can help with the conversion at Great Baddow and South Woodham Ferrers. • Programme - Continuing to work with and support the On-Call Programme team, attending meetings and progressing actions. • Localised Support - Meeting with On-Call staff on stations to discuss on going issues around availability hours/flexible working and HR issues and providing support.

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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 • 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

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Control Room Procurement Project	Karl Edwards	Amber	Green	Green	Green	30 th September 2022	<ul style="list-style-type: none"> • Since Airwave were confirmed as the successful Bidder on the 29 June, we have been working with Bevan Brittan, Airwave's legal representative and their project manager to complete the final updates to the Contract and Schedules, this was completed on 13th August. The It is anticipated that the Contract Signature process is scheduled to be completed on 1st September and the Contract kick off meetings are scheduled for 23rd September, with key stakeholders at KP. • An initial introductory meeting was held with the Airwave project manager on the 20 July, at which it was agreed that the Implementation Services Commencement Date will also now be the 9 August. This was delayed due to delays in contract signing, a high level planning and design workshop will be held at KP during that week is now scheduled for 23rd September. • Once we've had that workshop, the draft PID will be completed for submission to the COSMOS Programme Board. • The proposed Transition Date to new systems is now the 27 January 2023, hence the Overall Project Status has now been updated to Amber until we can complete the initial planning process and PID, at which point the project will be re-baselined. <p>*There is a potential risk that the decision sheet may not be signed off prior to the contract signature meeting with PFCC, and therefore the contract will not be signed off on 1st September.*</p>
Workforce Management Systems	Karl Edwards	Green	Green	Green	Green	TBC	<ul style="list-style-type: none"> • This project is to move from the Application Modernisation Programme to the Cosmos Programme. • First high level business requirements were used to complete a G Cloud review. • The shortlisted G Cloud option has provided a demo to ECFRS Stakeholders arranged by the Procurement Department. Further questions and clarifications have been returned to the provider and they have confirmed they will reply by 31/08. • The DPIA has been started. • Project team meetings commence this month. Newly identified Project Sponsor has asked to review the Business Requirements. Meeting with the Business Analyst scheduled.

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Remsdaq 4i and IRS Upgrade Project	Karl Edwards					29 th September 2020	<p>Resque 4i The Resource Audit remediation work scheduled for the 27-28th July had to be postponed, due to bad weather and potential spate conditions in Essex over those two days. Due to staff holidays during August and limited availability of Remsdaq resources during September, this has now been rescheduled for the 5-6th October.</p> <p>The upgrade, reconfiguration and failover test for the Tertiary system has not yet been scheduled, due to the Resource Audit remediation work taking priority.</p> <p>JSET/Gazetteer Remediation Works Remsdaq have now resolved the issues with the ABP COU files, and have successfully processed EPOCH84 and EPOCH85 on their system in Deeside. They will now document the revised COU process, in order that the 4i Team can carry out UAT on the Dev 4i system, before making JSET live and updating the Prod system. In the meantime, a further ABP COU file has now been received from OS (EPOCH86) and passed to Remsdaq for testing.</p> <p>Contracts The updated ECFRS/BFRS Shared Services Agreement is with BFRS for review and approval, but may now need further updating in light of our decision regarding the procurement of new Control Systems. Karl Edwards has written to Beds CFO and received confirmation that they do want to continue the strategic relationship, so this will now be progressed as part of our respective migrations to new Control Systems. Further meeting to be held with the BFRS PM, in order to flesh out their Frequentis/Remsdaq Exit Plan.</p> <p>Project Closure Report Initial draft of Project Closure Report completed, which is in the process of being reviewed and will be submitted to the next COSMOS Programme Board meeting on the 3rd September.</p>

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Community Risk Information Management Project	Karl Edwards					28 th July 2021	<ul style="list-style-type: none"> The planned go live on the 28th July 21 of CFRMIS, was very successful. Positive feedback has been received and employees are engaging about their experiences. Following a project benefits meeting, a full benefits review is currently underway to identify what benefits have been achieved and asses how much of each benefit has been delivered. The updated DPIA incorporating Ops Policy and Ops Delivery, was completed and submitted to the Data Protection Officer ahead of the June Information Governance Board for approval. We are still awaiting confirmation of approval. As the project team prepares for the project closure, 4 de-brief sessions have been set up with all stakeholders who are delivering/overseeing the project and users who have been impacted. An MS Form is being created and will be circulated with any stakeholders who are unable to attend the sessions, giving them the opportunity to share their feedback. Following the de-brief sessions, a full project closure report will be created which will consist of a summary of all the projects deliverables and a lessons learnt register. The closure report document is planned to be submitted at Septembers D&D board for sign off. There is no anticipated delay to overall project timelines set out in the PID and project closure date of 30 September remains.
ATS Recruitment	Colette Black					1 st April 2022	<ul style="list-style-type: none"> Human Resources have worked with the Business Analyst to conclude the requirements and a high level projected plan for delivery has been drafted and there is a suggested go live date of April 2022. An initial G-Cloud review was undertaken and a shortlist of 8 potential products were identified. Work is being done to reduce this shortlist down to 3-5. The PID is being drafted during this period.
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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Competency Management /eLearning Project	Colette Black	Green	Green	Yellow	Green	31 st December 2021	<ul style="list-style-type: none"> The planners in the Development Pathway module continue to be built. Data migration from TASK to pdrPro on all the achievements to date for phase 1 and phase 2 books is progressing well and due to complete by the end of this week 27/08. All historic data in TASK has now been copied and tests to access have been passed, thus TASK has now been decommissioned. The API build has still not concluded. There has been progress currently waiting to be tested, however we have had to temporarily pause activity whilst we conclude data migration as a priority. Planning has commenced for phase 3 delivery and introductory meetings to the Learnpro (elearning) module are underway. Implementation to commence phase 3 delivery in October.
Data Insights	Karl Edwards	Green	Green	Green	Green	TBC	<ul style="list-style-type: none"> The PID is underway with the aim to get it approved at next months Digital & Data Programme board. The Project Team Meeting ToR was approved at the last Project Team Meeting on 19/08. A Discovery Session was held with ANS and all key stakeholders to review the project plan and agree a way forward. Following this, 3 additional workshops were arranged with all service area representatives to help ANS understand the current projects position and what the future system will look like. An additional workshop is scheduled to take place in the coming weeks to discuss KPI Reporting and Disaster Modelling. The Business Analyst has begun meeting with key stakeholders to collate their requirements.

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Voice	Karl Edwards					TBC	<p>The Project Brief has been signed off and the PID, DPIA and PIA are with Programme Board for approval.</p> <p>Engagement with Station Managers continues to ascertain Voice, Dock and conferencing requirements as well as understand Network usage</p> <p>Replacement of Skype with Teams</p> <ul style="list-style-type: none"> - Build Capture document complete and with 8x8 - Risk of business interruption to our phone services which may be caused by the retirement of Skype for Business Online on 31st July 2021 becomes "Medium" due to a potential 4 hours of down time at implementation - this will not affect mobilisation. - Docks have now been received - Voice reports required to be confirmed - Daisy have confirmed they can call forward <p>Replacement of Handsets</p> <ul style="list-style-type: none"> - 200x Poly VVX411 handset devices received however some Station Manager engagements have identified a potential shortfall in the number of physical handsets purchased, which will be evaluated - Resourcing for implementation activities being progressed with target start date of 1st September. - Number and location of required desk phones and wallphones being confirmed - There is a risk that additional handsets may need to be purchased following the initial estimate and potential the potential timescales associated with this are being checked - There is a risk that the current Ringers are not compatible with the system and the PA replacement aspect of the project will therefore need to be brought forward to resolve this - A one off ringer box is being purchased to set up and test with 8x8 at Orsett <p>Microsoft Teams Conferencing Facilities</p> <ul style="list-style-type: none"> - Global supply chain issues have meant that we are unable to purchase the planned initial roll out devices. Alternative solution has been identified and ordered for testing - Logitech proof-of-concept solution remains in place in KP room FF41 - Trial "small room" video conferencing kit has been received on trial for testing. - Business Analysis under way to identify requirements for conferencing solutions at each ECFRS site. - Frameworks identified and procurement approach planned <p>Replacement of PA Systems at W/T stations</p> <ul style="list-style-type: none"> - PA systems replacements will be undertaken as and when they require replacing - this was a decision made in D&D update meeting on 24/08

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Infrastructure and Security	Karl Edwards	Green	Light Blue	Green	Light Blue	TBC	<ul style="list-style-type: none"> The Infrastructure & Security project was agreed as part of the Digital and Data Strategy Business case approved in March 2021. The project is currently in initiation stage, aiming 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. There has been limited Project-level focus in this area due to the higher priorities elsewhere within the Programme, but individual work packages are being picked up for progression by members of the ICT BAU team as the need arises. This has commenced with a piece of work to trial the transition IONMART backup services to Azure, which was been accelerated to try to take advantage of a possible opportunity to opt out of a contract renewal break point at the end of August 2021 however this has now been extended to End October 2021. The Project Brief is in progress and is due to be submitted to September D&D Board.
Devices	Karl Edwards	Green	Green	Green	Green	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. All Representative Bodies have been contacted to provide a brief overview of the project and the opportunity for further engagement. Initial kick off meeting held with project delivery team to discuss project scope, objectives and approach. Project will span across three years, for the duration of the D&D Programme. First year will replace a third of mobile phones, a third of all phones will be replaced every year to ensure that no stock is ever over three years old. Second year will include a laptop refresh. Third year will look to replace desktop equipment and Wyse boxes. The focus has been on shortlisting mobile phone devices for testing, completion of the Devices Project brief and agreeing the build approach. We are currently experiencing issues obtaining the test devices due to various supply chain issues

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OSHENS	Karl Edwards		RAG Not Set		RAG Not Set	1 st April 2022	<ul style="list-style-type: none"> A new system is required that meets the Service needs now and in the future as OSHENS is expected to be phased out by the provider over the next 3 years. The functionality of OSHENS has progressively deteriorated over the years and no longer meets ECFRS' requirements. ECFRS first commissioned OSHENS in 2008 to take over from a paper-based system. At the time, this made significant improvements, but the system has not been updated over the past 13 years to the standard that would be expected and required. Project Brief was approved by the Digital and Data Strategy Board and Strategic Change Board G Cloud review has identified three possible contenders. Evaluation process underway and demos to be scheduled. Project Team Terms of Reference agreed PID light document draft started
Expenses	Karl Edwards		RAG Not Set		RAG Not Set	06 th April 2022	<ul style="list-style-type: none"> The Expenses Project sits within the Application Modernisation Programme and is a Finance Department led initiative. The service currently work to a paper based system that is both resource intensive and inefficient. The proposal is to procure and implement an online expense management system to improve and automate the overall expense and mileage claim process for all colleagues. The Project Brief was approved at D & D Board and Strategic Change Board. The business requirements have been finalised. G Cloud review commenced in August. Procurement department engaged with process. Demos to be scheduled for contenders identified. Project Team meetings underway. PID light being drafted for soonest possible submission to Board for approval.
Networks	Karl Edwards					31 st October 2022	<ul style="list-style-type: none"> The Network project was agreed as part of the Digital and Data Strategy Business case approved in March 2021, intended to address the following: <ul style="list-style-type: none"> Firewalls becoming out of support and increasingly vulnerable to cyber-attack. Equipment and infrastructure components failing as they age. Premises with poor network performance being even more impacted by the increased reliance on cloud-based systems and use of Teams in the workplace. The project has successfully recruited Network Specialists UBDS to assist us with the design and definition of requirements for the new Network, and to assist with defining the most appropriate Procurement route. Regular engagement sessions continue with team members from UBDS, who have provided <ul style="list-style-type: none"> - The "As-Is" documentation is complete and signed off by ECFRS - The Future Mode of Operation (FMO) is complete and signed off by ECFRS - The proposed SD-WAN architecture is in progress with UBDS draft due end Aug - The Procurement specification is to commence early sept (approx 2 week process) A project brief has been submitted to the Digital and Data Programme Board (24/08) for approval.