



Essex County
Fire & Rescue Service

Innovation & Change

Portfolio of Change Quarterly Report

2022 - 2023

Prepared By:
Innovation & Change Team

ABOUT

This report is produced for the Portfolio Management Board (PMB) and other key members of Essex Country Fire and Rescue Service (ECFRS), at a quarterly frequency to monitor performance of the projects and programmes in the Service's change portfolio, ensuring that budgeted resources are aligned to priorities, and being used effectively and efficiently.



ECFRS performance reports are used in Performance & Resource Boards to enable the Police, Fire and Crime Commissioner (PFCC) to scrutinise, challenge and support the overall performance of the Service. The end of year and quarterly performance reports are also used at Police, Fire and Crime panel to scrutinise the PFCC.

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Digital & Data Programme

SRO Karl Edwards

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Project: Frontline Technology	Project Manager: Kerry Barker
<p>Brief Description: The Frontline Technology project focusses on the latest technologies to improve safety, connectivity, and information for crews both on and off the incident ground. Over the course of three years, we will identify digital and data related solutions to support operational crews and roll these out in three phases.</p>	
Stage Gate: Initiation	Project Sponsor: Neil Fenwick
Duration (in years): 2 Years	Full Year Effect: 2025
Business Case Status: Outline Business Case (approved in Project Brief)	Date: 20/06/2022
<p>Key Deliverables:</p> <p>Initiation</p> <ul style="list-style-type: none"> ▪ Business analysis to understand the internal ways of working, challenges, and opportunities. ▪ Business analysis to understand what other FRSs are doing. ▪ Market research of what's available. <p>Delivery</p> <ul style="list-style-type: none"> ▪ Procurement of each solution. ▪ H&S Risk assessment process and associated consultation on each solution. ▪ Training delivery for each solution. ▪ User Acceptance Testing on each solution. ▪ Build as appropriate of each solution. ▪ Roll out of each solution. <p>Financial Benefits:</p> <ul style="list-style-type: none"> ▪ None identified yet. 	

Project: Infrastructure and Security		Project Manager: Ed Thomas / Kerry Barker	
Brief Description: Review, modernise and improve infrastructure and security systems, including backup solutions, monitoring and security systems, disaster recovery processes, and moving authentication and services to the cloud wherever appropriate.			
Stage Gate: Delivery		Project Sponsor: Sarah Taylor	
Duration (in years): 3 Years		Full Year Effect: 2025	
Business Case Status: Full Business Case (approved in PID)		Date: 20/06/2022	
Key Deliverables:			
<ul style="list-style-type: none"> ▪ Backup & restore replacement ▪ Azure AD migration ▪ Endpoint Security ▪ Web Filtering ▪ Vulnerability Management ▪ Logging and altering (Monitoring) ▪ Disaster recovery ▪ Hyper-V servers to Azure ▪ Secure File Transfer Protocol (SFTP) 			
Financial Benefits:			
<ul style="list-style-type: none"> ▪ £12,000 pa (approx.) contract cost savings – Nov-22 ▪ Reduced requirement for KP and DR server rooms - £TBC 			

Project: Data Insights		Project Manager: Ed Thomas	
Brief Description: The purpose of the project is to build or procure a reporting platform that can store and maintain a single source of reporting truth and be capable of starting small with a focused core of data and reports.			
Stage Gate: Initiation		Project Sponsor: Tracy King	
Duration (in years): 1 Year		Full Year Effect: 2023	
Business Case Status: Outline Business Case (approved in Project Brief)		Date: 20/06/2022	
Key Deliverables:			
Phase 1			

- Provision of appropriate staff resources to support Phase 1.
- Engage with a Microsoft Gold Partner.
- Implement a scalable Azure cloud data stack that will enable potential development of AI and Predictive analytics when necessary.
- Ensure initial data feeds are in place to validate the end-to-end process and provide assurance to the Performance & Analytics team.
- Appropriate knowledge transfer from the supplier to the Performance & Analytics and ICT teams.
- Creation of systems roadmap and dependencies.
- Assessment and planning of resources required to implement Phase 2.

Phase 2

- Identify uses for Azure environment.
- Ensure the Performance & Analytics team are appropriately resourced to deliver the new capabilities
- Decide on licensing requirements for the following:
 - Tools identified above
 - S1 Premium Capacity Enterprise license for Power BI (current licensing is per user per month – tipping point for cost effectiveness is around 300 users)
- Undertake the following training activities:
 - Skills required to fulfil data engineer roles
 - Skills required to fulfil data analyst roles
 - Data literacy training for end users
 - Tools identified above · Implementation of an Extract, Transform and Load (ETL) process to ingest data into the Azure cloud data stack, following the data analysis work identified above.
- Enable data sharing with approved external parties to support the Service Data Protection Officer.
- Define, review, and approve appropriate success measures in terms of FTE impact, Cost, Quality, and Time savings.
- Undertake a review of existing contracts to ensure that data is available, can be exposed to the ETL process, and is ensured.

Financial Benefits:

- A data warehouse will reduce the amount of time it takes for members of staff to find data and generate reports.
- Time saved by P&D in the collation and submission exercise for regulatory returns.
- A data warehouse will reduce the impact on production operational applications.

Project: Network

Project Manager: Ed Thomas

Brief Description: To improve internet access speeds and increase network capacity scalability across all service locations. To also replace checkpoint firewall infrastructure with new SD-WAN ready firewalls. Implement a software defined wide area network providing direct-to-site internet connectivity and a virtual WAN. This will allow us to retire the WAN NGN and not renew the DUCL support contract.

Stage Gate: Delivery

Project Sponsor: Sarah Taylor

Duration (in years): 2 Years

Full Year Effect: 2023

Business Case Status: Full Business Case (approved in PID)

Date: 20/06/2022

Key Deliverables:

- Engagement of Network Specialist consultancy.
- “As-Is” discovery exercise for the entire WAN.
- Full “As-Is” firewall audit and assessment.
- “To-Be” design for the new SD-WAN.
- “To-Be” design for the new network security model.
- “To-Be” design for the new circuits and associated infrastructure.
- Creation of procurement documentation and agreement of procurement route.
- Procurement exercise to engage preferred Network Solution Partner(s).
- Agreement of required annual support contract(s).
- Agreement of QoS settings for each primary content type.
- Acquisition of new network circuits, SD-WAN devices, network cabinets, UPS protection and all “Site Readiness” works required to accommodate them.
- Replacement of Checkpoint firewalls.
- Build and test of all elements of the SD-WAN.
- Reconfiguration of the Wi-Fi network as required for SD-WAN connectivity.
- Circuit Installations and edge switch replacements (where necessary) at sites.
- SD-WAN implementation.
- Training and handover to BAU

Financial Benefits:

- Achieve savings in annual running costs for the ECFRS Wide Area Network (WAN) and firewall establishment.

Project: Data Quality

Project Manager: Steve Taylor

Brief Description: This project aims to interrogate each system and test that quality, whilst also putting into place a Data Quality Assurance Framework to allow us to constantly check and maintain quality data. This will enable the Service to achieve its aim of becoming more data and insights driven.

Stage Gate: Delivery

Project Sponsor: Tracy King

Duration (in years): 2 Years

Full Year Effect: 2024

Business Case Status: Full Business
Case (approved in PID)

Date: 20/06/2022

Key Deliverables:

- Assessing and improving the quality of all data held within structured systems, in spreadsheets or held in unstructured formats.
- Production and implementation of a Data Quality Framework aligned to a national/benchmark standard
- Training and engagement of any employees that handle data.
- Potential discovery of data held in unstructured formats that need to be stored in a more structured manner.

Financial Benefits:

- *There have not been any financial benefits identified.*

Project: Devices

Project Manager: Kerry Barker

Brief Description: Implement a rolling refresh for mobile phones, laptops, tablets, and desktop devices. Review and update of processes, policies, and contracts to support new approach and ways of working

Stage Gate: Delivery

Project Sponsor: Sarah Taylor

Duration (in years): 3 Years

Full Year Effect: 2025

Business Case Status: Full Business
Case (approved in PID)

Date: 20/06/2022

Key Deliverables:

- Business analysis to understand new ways of working and user requirements
- Complete census of current device provision across service
- Devices;
 - Mobile Phones
 - Laptops

○ Tablets

- Desktop devices
- Associated accessories
- Procurement of all devices
- Build of all devices
- Roll out of all devices
- Provision of device familiarisation for users
- Review of decommission and disposal approach
- Decommission and disposal of legacy devices
- Review of BYOD policy

Financial Benefits:

- Removal of end-of-life hardware, reducing risk of failures.

Project: Voice

Project Manager: Ed Thomas / Kerry Barker

Brief Description: This project focuses on the delivery of ICT change activity in four different areas, each of which is detailed below.

- Skype to Teams Migration
- Handset Replacement
- Conference Room Equipment
- Station Voice Equipment Refresh

The first two areas of the project will need to be delivered together, as existing handsets will cease working once Skype services are retired.

Stage Gate: Delivery

Project Sponsor: Sarah Taylor

Duration (in years): 1 Year

Full Year Effect: 2023

Business Case Status: Full Business
Case (approved in PID)

Date: 20/06/2022

Key Deliverables:

- Identification and procurement of a new cloud-based telephony solution to manage external call routing, administration, and reporting.
- Removal of all Skype for Business (SfB) telephony Systems
- Transition to Microsoft Teams as a single interface which allows laptop and mobile users to make and receive all business calls.
- Replace Session Border Controllers and SIP trunks with the new cloud-based telephony solution.
- Deliver all required call forwarding, group, IVR and pickup functionality via the new cloud-based telephony solution.
- Replace Skype common area phones with alternatives that are compatible with the new cloud-based telephony solution.

Project: Voice

Project Manager: Ed Thomas / Kerry Barker

- Replace desk handsets where headsets are not appropriate, by exception.
- Replace or upgrade voice-connected Station end point equipment (PAs and ringers).
- Introduce Teams-based video conferencing facilities at selected meeting and training room locations.

Financial Benefits:

- *There have not been any financial benefits identified*

Project: Control Systems

Project Manager: Paul Gardiner

Brief Description: To procure new Control Systems to replace the current ICCS and CAD with an innovative, Fire-centric solution, that is ideally location agnostic, but that offers the opportunity for integration and resilience arrangements with at least one other partner Service, and support future exploitation of digital technology and integration with Incident Command and Digital Asset/Evidence Management Systems.

Stage Gate: Delivery

Project Sponsor: Sarah Taylor

Duration (in years): 3 Years

Full Year Effect: 2024

Business Case Status: Full Business Case (approved in PID)

Date: 20/06/2022

Key Deliverables:

- Implement new ICCS (Integrated Communication and Control System)
- Implement new CAD (Computer Aided Dispatch) system.
- Implement new Control Room equipment at KP and Ongar.
- Implement key integrations.
- Connect to the Airwave network.
- Connect to Motorola's data centre.
- Connect to the ECFRS network.
- Enable personnel to use systems effectively.
- Establish service level management.
- Update business continuity and disaster recovery plans.
- Remove retiring systems and data.

Financial Benefits:

- Total cost of ownership over 5yrs increased with the new control systems by £239,513.

Project: 4I AND IRS UPGRADE

Project Manager: Paul Gardiner

Brief Description: To upgrade the current ECFRS/BFRS Resque 4i and IRS systems, in order to address the performance, functional and data issues with the current version of Resque 4i, to resolve the issues with the accuracy, completeness and timeliness of all reporting requirements from IRS and Stats NX, and to extend the Remsdaq S&M contract until at least January 2021.

Stage Gate: Closure

Project Sponsor: Sarah Taylor

Duration (in years): 3 Years

Full Year Effect: 2023

Business Case Status: Full Business
Case (approved in PID)

Date: 20/06/2022

Key Deliverables:

- Test and implement Resque 4i patch release, in order to fix high priority post-implementation issues
- Build Resque 4i Tertiary database
- Upgrade Resque 4i Secondary and Tertiary systems
- Upgrade the Airbus ScGateway
- Provision and maintenance of OS AddressBase Premium
- Provision and maintenance of OS Mastermap Highways Network
- Provision and maintenance of embedded mapping

Financial Benefits:

- Reduction in Airwave usage and improved cost management by adoption of TGPI/DGNA functionality.

Application Modernisation Programme

SRO Karl Edwards

Projects With Budget	2	Productivity & Efficiencies Savings Projects	0	Projects De-Scoped	0
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Project: ATS Recruitment	Project Manager: Laura Taylor
Brief Description: To procure and implement an Applicant Tracking System for all positions/staff groups	
Stage Gate: Initiation	Project Sponsor: Jaclyn Thorold
Duration (in years): 2 Years	Full Year Effect: 2023
Business Case Status: Outline Business Case (approved in Project Brief)	Date: 20/06/2022
Key Deliverables:	
<ul style="list-style-type: none"> ▪ Scope the business requirements of a replacement solution ▪ Procurement of an Applicant Tracking System. ▪ Implement own brand in adverts ▪ Integrate with HR post and establishment data to support an authorisation process to recruit ▪ Hiring manager to have access to vacancy data and progress, together with online shortlisting capabilities ▪ Generate automated correspondence and recruitment documentation from mail merge templates and status progression ▪ Capture interview and assessment outcomes, with panel feedback against the vacancy and applicant details ▪ Record the applicant pre-employment check outcomes to the applicant record ▪ Ability to transfer successful applicant data to Civica HR solution, via interface ▪ Ability to create system workflow tasks to support the on boarding process ▪ Reporting capabilities to include recruitment timelines and applicant information ▪ Ability to delete applications after the agreed retention period. ▪ Ability to create a Talent Pool of applications, subject to applicant approval ▪ Links to external advertising partners and jobs boards ▪ Ability for applicants to book interview and assessment slots via portal ▪ Ability to anonymise applications to hiring managers 	
Financial Benefits:	
<ul style="list-style-type: none"> ▪ Implementation of an ATS will allow the decommissioning of Athena from within the Service. The costs will be offset against the ongoing expenditure of the new system. 	

Project: Expenses		Project Manager: Peter Morath	
Brief Description: To introduce a new online service wide expense and mileage claim system that interfaces with the core HR system and Payroll data.			
Stage Gate: Initiation <i>(Project currently on hold)</i>		Project Sponsor: Neil Cross	
Duration (in years): 1 Year		Full Year Effect: 2023	
Business Case Status: Outline Business Case (approved in Project Brief)		Date: 20/06/2022	
Key Deliverables:			
<ul style="list-style-type: none"> ▪ Business process review to develop a robust and effective online approach ▪ Comprehensive requirements based on a finalised scope that matches the needs of the service ▪ Delivery of management products covering all stages of the project ▪ Assessment of procurement options to identify the appropriate solution that is fit for purpose ▪ Plan that enables a phased approach to delivery ▪ Procurement of a solution to provide app and browser access for end users ▪ Local configuration to the requirements of the service ▪ Testing against business requirements, both functional and user ▪ End user training materials, supported by an appropriate and effective training plan ▪ Handover to ICT for Technical Support 			
Financial Benefits:			
<ul style="list-style-type: none"> ▪ Real time claims. ▪ Improved expense reporting. ▪ Meets HMRC requirements and increases VAT refunds. ▪ Supports a more mobile working environment. 			

Project: Intranet Replacement		Project Manager: Angela Crook	
Brief Description: The ECFRS Service Intranet is an internal platform to enable communication of key service news and to share essential policies and process information with all ECFRS personnel. This Project will;			
<ul style="list-style-type: none"> ▪ Re-design a digital hub for transparent communications and inclusive engagement ▪ Provide the first place that ECFRS colleagues visit when seeking information ▪ Provide a central location for employees to find and share information that empowers and enables colleagues to be digital by default. 			
Duration (in years): 1 Year		Full Year Effect: 2024	

Project: Intranet Replacement		Project Manager: Angela Crook	
Business Case Status: Outline Business Case (approved in Project Brief)		Date: 20/06/2022	
Key Deliverables:			
<ul style="list-style-type: none"> ▪ Scoping of the business requirements for a new solution for each ECFRS area to identify and define content. ▪ Procurement of the services of an appropriate specialist to support the development of the new intranet. ▪ Training delivery and support for site administrators and end users. ▪ Configuration of the new Intranet in line with identified ICT requirements. ▪ Ensuring the retention of required historical data through compliance with the Service’s records management policy and retention schedule. ▪ Data migration of existing content and files. ▪ Decommission of the legacy system. ▪ The Daily News site (WordPress based news site currently external to intranet platform) will be incorporated into the new intranet ▪ The HR&OD intranet – currently external to main Service net platform (“HR-OD”) – will be incorporated into the new intranet. ▪ Only data or information stored on the current intranet will be considered for migration to the new platform. 			
Financial Benefits:			
<ul style="list-style-type: none"> ▪ <i>There have not been any financial benefits identified.</i> 			

Project: OSHENS Replacement		Project Manager: Leah Smith	
Brief Description: Procure and implement a solution to effectively manage Health and Safety throughout the Service, combining a recording system for legislative compliance.			
Stage Gate: Delivery		Project Sponsor: Danny Bruin	
Duration (in years): 2 Years		Full Year Effect: 2023	
Business Case Status: Full Business Case (approved in PID)		Date: 20/06/2022	
Key Deliverables:			
<ul style="list-style-type: none"> ▪ Scope the business requirements and to be processes of a replacement solution ▪ Source and procure an alternative suitable and compliant H&S management system which is cloud based in line with ICT Service Strategy. 			

Project: OSHENS Replacement	Project Manager: Leah Smith
<ul style="list-style-type: none"> ▪ Implement the replacement solution and interface with Human Resources people data information as relevant to the replacement system to avoid duplication of entry and maintain up to date person and position information in the new system. ▪ Ensure a new system has the ability to be configured locally. ▪ To provide suitable, precise up to date information for reporting. ▪ Training delivery for end users ▪ Ensure the retention of required historical data ▪ Migrate live incidents to new system ▪ Decommission OSHENS ▪ Integration with the Service’s new technology stack delivered through the Data Insights Project 	
<p>Financial Benefits:</p> <ul style="list-style-type: none"> ▪ Decommission OSHENS - New system will have more support from supplier and ongoing updates to maintain and improve performance. Cost saving per annum to decommission OSHENS £9,380pa. 	

Project: Website Replacement	Project Manager: Kerry Barker
<p>Brief Description: Implement a robust, reliable and fit-for-purpose website solution, to enable effective engagement and communication to all key stakeholders and a wider audience.</p>	
<p>Stage Gate: Delivery</p>	<p>Project Sponsor: Emily Cheyne</p>
<p>Duration (in years): 1 Year</p>	<p>Full Year Effect: 2023</p>
<p>Business Case Status: Full Business Case (approved in PID)</p>	<p>Date: 20/06/2022</p>
<p>Key Deliverables:</p> <ul style="list-style-type: none"> ▪ Gather business requirements and to-be processes. ▪ Procure website platform and site build. ▪ Implement new website. ▪ Enable personnel to manage the website effectively. ▪ Remove retiring website and content. 	
<p>Financial Benefits:</p> <ul style="list-style-type: none"> ▪ <i>There have not been any financial benefits identified.</i> 	

Project: Workforce Management

Project Manager: Peter Morath

Brief Description: The introduction of a new workforce management solution which provides the Service with a fully transparent view of real time current availability and future expected availability.

Stage Gate: Initiation

Project Sponsor: James Palmer

Duration (in years): 2 Years

Full Year Effect: 2024

Business Case Status: Full Business Case (approved in PID)

Date: 20/06/2022

Key Deliverables:

- Business process review to develop a robust and effective approach to workforce management of operational resources.
- Comprehensive requirements based on a finalised scope that matches the needs of the Service.
- Delivery of management products covering all stages of the project.
- Assessment of procurement options to identify an appropriate solution that is fit for purpose.
- Plan that enables a phased approach to delivery, addressing high priority areas first:
 - On-Call
 - Wholetime
 - Control
 - Flexi Officers
 - USAR
- Resource availability management data for On-Call will be managed within the new solution; fixed-shift patterns for other operational groups will be mastered from Civica.
- Procurement of a platform, or set of solutions, to provide app and browser access for end users. We are looking to use app-based technology so that end users can access and change their availability status.
- Configuration of the system based on the operational approach of the Service.
- Testing against business requirements, both functional and user. · End user training materials, supported by an appropriate and effective training plan.
- Comprehensive hand over to ICT for business-as-usual technical support.
- Day Crew and Support Staff are to be considered later.

Financial Benefits:

- Decommission of OAM server & associated maintenance costs.

Prevention, Protection and Response

SRO Chris Parker

Projects With Budget	1	Productivity & Efficiencies Savings Projects	0	Projects De-Scoped	0
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Project: National Operation Guidance

Project Manager: Steven Bryne

Brief Description: This project is the creation and implementation of guidance that is compliant with National Operational Guidance. The project involves the creation of new guidance, ensuring training is N.O.G compliant, whether that means tweaking current training packages or creating new ones and the completion of Strategic Gap Analysis.

Stage Gate: Delivery

Project Sponsor: Neil Fenwick

Duration (in years): 4 Years

Full Year Effect: 2024

Business Case Status: Full Business Case (approved in PID)

Date: 20/06/2022

Key Deliverables:

- Assessing the impact of N.O.G on the current guidance structure
- The introduction of a new “Operational Guidance and Learning Framework” which is aligned to the N.O.G Framework which includes:
 - The introduction of the N.O.G subject matter documents
 - The formulation of product packs for each piece of subject matter N.O.G
 - Development of blended learning packages for each of the N.O.G subject matter training specifications.
 - The introduction of N.O.G Scenarios
 - The review of Operational risk assessments to re-align with the national operational guidance strategic risk assessment tool.
 - The removal and archiving of existing operational guidance
 - Review the existing methods of communicating and publishing operational information
- Define requirements for future maintenance of operational guidance. This will include processes and staffing structure.

Financial Benefits:

- *There have not been any financial benefits identified*

Project: Grenfell Action Plan

Project Manager: Amanda Johnson

Brief Description: To provide governance of the Grenfell Phase 1 Recommendations Action Plan delivery which will objectively and independently assure that actions on the ECFRS Grenfell Action Plan have been completed and delivered to a suitable and sufficient level that will meet the recommendations of the Phase 1 Grenfell Tower Inquiry Report.

Stage Gate: Delivery

Project Sponsor: Neil Fenwick

Duration (in years): 2 Years

Full Year Effect: 2024

Business Case Status: Full Business Case (approved in PID)

Date: 20/06/2022

Key Deliverables:

- Delivery against the Grenfell Action Plan.

Financial Benefits:

- *There have not been any financial benefits identified.*

Project: On-Call Conversion

Project Manager: Laura Taylor

Brief Description: To convert the remaining three stations from Day Crew to the On-Call duty system, those stations are: Waltham Abbey; Great Baddow and South Woodham Ferrers.

Stage Gate: Delivery

Project Sponsor: Neil Fenwick

Duration (in years): 5 Years

Full Year Effect: 2023

Business Case Status: Full Business Case (approved in PID)

Date: 20/06/2022

Key Deliverables:

- Convert Waltham Abbey.
- Convert Great Baddow from DC to O/C.
- Convert South Woodham Ferrers from DC to O/C.
- Sale of Day Crew Housing which are deemed to be surplus assets.
- Implement transition arrangements for a 12–24-month period for each station.
- To provide ongoing support to Clacton until the closure of the project in Sept 2022.
- To provide ongoing support to Dovercourt until the closure of the project in Sept 2022.
- ASW tracking of the stations due to convert.

Financial Benefits:

- Savings in duty system costs.
- Sale of day crew houses.

Project: CRMP

Project Manager: TBC

Brief Description: The project needs to produce a Community Risk Management Plan and a repeatable process for refreshing the strategy in the future.

Stage Gate: Initiation

Project Sponsor: Moira Bruin

Duration (in years): 2 Years

Full Year Effect: 2024

Business Case Status: Outline Business Case (approved in Project Brief)

Date: 20/06/2022

Key Deliverables:

In defining the CRMP, the Service:

- Will review and understand the internal and external environments
- Consider and review the Essex Fire Risk Model
- Inform the MTFP (Financial Plan)•Consult with the public and partners
- Publish our Community Risk Management Plan (CRMP) 2024 to 2028
- Build a repeatable process and toolkit for use in future CRMP strategic planning cycles

Financial Benefits:

- Standardised and nationally approved approach to Community Risk Management planning will help to maximise the efficiency of cross border, collaborative and national working opportunities.
- Evidenced, inclusive and transparent resource deployment decisions that target FRS resources in an efficient and effective manner to mitigate community, firefighter and economic risk.

Estates Programme

SRO Karl Edwards

Projects With Budget	3	Productivity & Efficiencies Savings Projects	0	Projects De-Scoped	0
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Project: WTC Replacement

Project Manager: Claire Couch

Brief Description: Replacement of Wethersfield training facility and relocation of USAR, Stores and Logistics and BA Workshops to Kelvedon park (SHQ).

Stage Gate: Initiation

Project Sponsor: Karl Edwards

Duration (in years): 4 Years

Full Year Effect: 2026

Business Case Status: Outline Business Case (approved in Project Brief)

Date: 20/06/2022

Key Deliverables:

- All of the current delivery at WTC will be transferred to Service Headquarters, or an appropriate alternate location, including fire investigation training in a phased approach –
 - Hot Fire
 - Other training
 - BA Workshops & USAR
- The current training delivery will be identified at least as ‘Must Haves’ in a signed off MoSCoW review.
- Further needs identified as ‘Should, Could or Would’ in the MoSCoW review will be evaluated and prioritised and approved either within a further stage of the project or scheduled as part of the Service’s Training and Estate Strategies
- User requirements for BA Workshops, Stores & Logistics and USAR will also be collated and approved in a MOSCOW review
- User requirements for the containers and barn at KP will be captured to ensure that any development works impacting their use/location are taken into account and appropriate alternatives sourced
- The potential for collaboration will continue to be reviewed and explored
- Potential income stream(s) will be considered and included in options presented to SLT, such as investment from National Resilience Assurance team (NRAT) for Urban Search and rescue (USAR) distributed training delivery
- BA Workshops and the Supply & logistics Team, currently residing at Lexden, will also relocate to Service Headquarters
- Publication of relevant Fire Standards or NFCC guidance which may initiate a project impact assessment.
- Decommissioning of the WTC training facility and handover back to the owner.

Project: WTC Replacement

Project Manager: Claire Couch

Financial Benefits:

- Reduced cost of training delivery by terminating the Wethersfield Training Centre lease and disposing of the Containers which saves an average total of £85k per annum over 5 years.

Project: Fleet Workshops Project

Project Manager: Jon Wilson

Brief Description: This project forms part of a wider programme to design and develop collaborative and shared services in line with the statutory duty of emergency services to collaborate, is part of the 2017 PFCCs local business case and key priority. This project is to progress to a Full business case for a fully collaborative Police and Fire Fleet workshop in the Essex police Boreham site and includes the provision of a joint workforce function. At present, assuming this project stage gates are approved and progresses, it is anticipated the new build will be completed in 2026.

Stage Gate: Initiation

Project Sponsor: Karl Edwards

Duration (in years): 4 Years

Full Year Effect: 2027

Business Case Status: Outline Business Case

Date: 20/06/2022

Key Deliverables:

- Joint fleet operating model.
- Building design and procurement.
- Planning permission.
- Detailed design & construction.

Financial Benefits:

- *Benefits statement and plan will be part of the output of the specialist contractors and be a deliverable of the Full Business Case.*