



<b>Meeting</b>	<b>Portfolio Management Board</b>	<b>Agenda no.</b>	
	<b>Performance &amp; Resource</b>		<b>12</b>
<b>Meeting Date</b>	<b>14 March 2023</b>		
	<b>27 April 2023</b>		
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<b>Presented By</b>	<b>Hannah Wakeman, Head of Portfolio, Governance &amp; Assurance</b>		
<b>Subject</b>	<b>Portfolio of Change, End of Year Report 2022-2023</b>		
<b>Type of Report</b>	<b>Information</b>		
<b>PFCC Action Point No.</b>	<b>N/A</b>	<b>For Publication</b>	<b>Yes</b>

## **ABOUT**

The purpose of this document is to report against progress within the Innovation & Change function and the portfolio of change for the past portfolio year, including delivery progress and project & programme completions and closures.

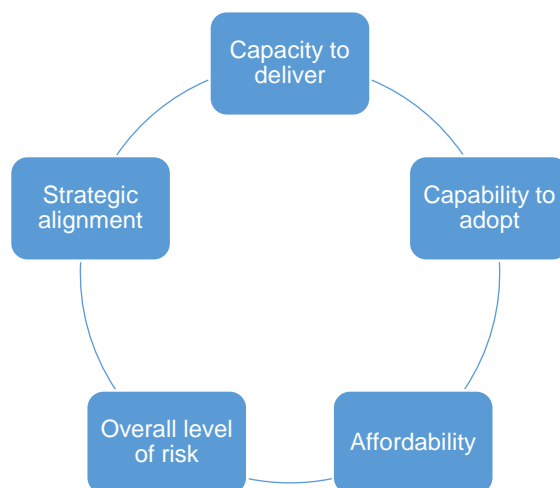
# Introduction

The portfolio of change is created to deliver the “change the business” activities against the Service’s core strategies, aligning to both our Fire and Rescue Plan (FRP) and our current Integrated Risk Management Plan (IRMP).

“Change the business” is concerned with delivering new capability, products & services using a project approach, with resources and budgets assigned only for the duration of the project. A project or programme is temporary in nature, and has a defined start and end put with defined outcomes to be achieved. Change activity at the Service is usually the more significant improvement activities, and/or transformational.

When determining whether something is BAU or change, we consider the following five questions:

1. Do we have the capacity to deliver?
2. Do we have the capability to adopt?
3. Is it affordable? Is there a budget and what are the source of funds?
4. What is the overall level of risk?
5. Does it fit with our strategic goals and objectives?

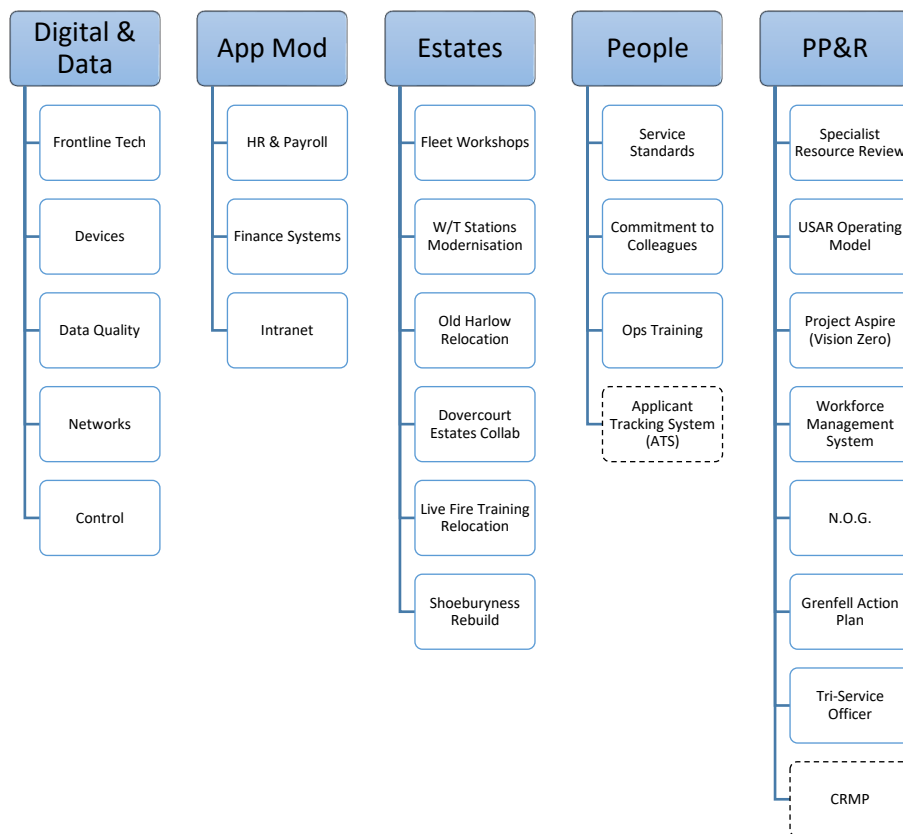


The portfolio of change is an essential part of our accountability to the PFCC in providing assurance that the Service is delivering against the priorities set out in the FRP and delivering on the changes required.

The portfolio of change aligns to our core Service strategies which have been defined as sub-portfolios, those being:

- Digital and Data Strategy
- Estates Strategy
- People Strategy
- Prevention, Protection and Response (PP&R) Strategies

In 2022-2023, we integrated our Collaboration activity by aligning activities managed by Essex Fire as “change” to our sub-portfolios; so, these align to D&D, Estates, People & PP&R. We now see that split between our “change” and “business as usual” collaborative activities in our governance models.



The portfolio of change is managed by the Service's Portfolio Management Board (PMB) which combines three key responsibilities:

- Decisions about inclusion and closure of all projects & programmes into the portfolio, ensuring that budgeted resources are aligned to priorities and are being used effectively and efficiently. No change activity should be included or closed within the portfolio or funded without approval of the PMB.
- Responsible for monitoring portfolio progress, resolving issues that may compromise delivery and benefits realisation.

The PMB compliments the work of the Continuous Improvement Board (CIB) and the definition and approval of the Annual Plan, which identifies the strategic priorities from the FRP, IRMP and the Service's core strategies as defined earlier in this document. Annual Plan activity is defined as any areas for improvement that can be delivered using current staffing and financial resources, including those that have been identified through His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) inspections or audits.

Service improvement activity is defined as "Run the Business" activity which sits within the Annual Plan, or "Change the Business" activity which sits within the portfolio of change. Both the Portfolio of Change and Annual Plan have separate governance models as detailed below:

# PERFORMANCE & RESOURCES BOARD

## Key Strategy Fire & Rescue Plan

PORTFOLIO  
MANAGEMENT BOARD  
(PMB)  
Key Strategy  
Portfolio of Change

SERVICE LEADERSHIP  
TEAM (SLT)  
Key Strategy  
Integrated Risk  
Management Plan

CONTINUOUS  
IMPROVEMENT BOARD  
(CIB)  
Key Strategy  
Annual Plan

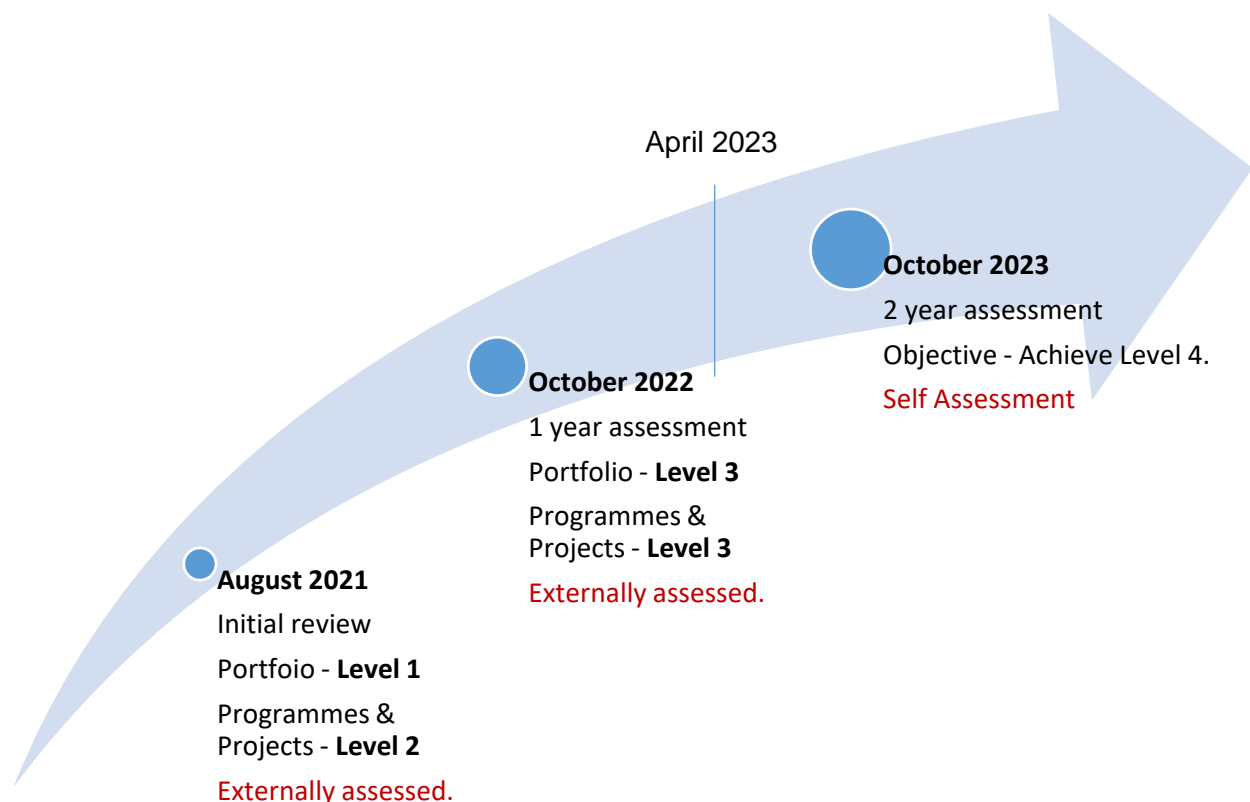


## Innovation & Change Annual Progress

In the summer of 2021, we undertook a review of its change delivery capability and commenced a gap analysis of ECRFS practice against a best practice set of standards for Portfolio, Programme and Project Management (P3M3). The review identified several strengths but overall, the maturity of the Innovation & Change function was at the lower end of the scale with Portfolio Management rated at level 1; Programme and Project Management rated at level 2.

A Transformation Programme of the Innovation & Change function was sponsored by the Assistant Director of Performance & Improvement and supported by the Chief Fire Officer. A revised organisational model and associated methods, tools, and techniques together with a series of training workshops, and later a series of team development workshops, were successfully delivered. In April 2022 the new organisational model for Innovation & Change was implemented and has been embedded during the past year.

In October 2022 we commenced a further P3M3 review conducted by an external Contractor. The overall rating is that we attained a level 3 maturity across all 3 areas, moving up from a maturity level of Portfolio Management level 1, Programme Management level 2, and Project Management level 2.



# Portfolio of Change Annual Progress

## Portfolio Summary

Programmes at Q1 22/23	Projects at Q1 22/23	Programmes Initiated in 22/23	Projects Initiated in 22/23	Programmes Closed in 22/23	Projects Closed in 22/23	Programmes at Q4 22/23	Projects at Q4 22/23
4	24	2	10	1	8	5	26

### Projects Closed in 22/23

1. Voice Project
2. 4i & IRS Upgrade Project
3. Infrastructure & Security Project (*Closure subject to PMB decision on 14 March 2023*)
4. Data Insights Project
5. Website Project (*Closure subject to PMB decision on 14 March 2023*)
6. Health & Safety Replacement System Project (*Closure subject to PMB decision on 14 March 2023*)
7. On-Call Conversion Project
8. New Ways of Working Project

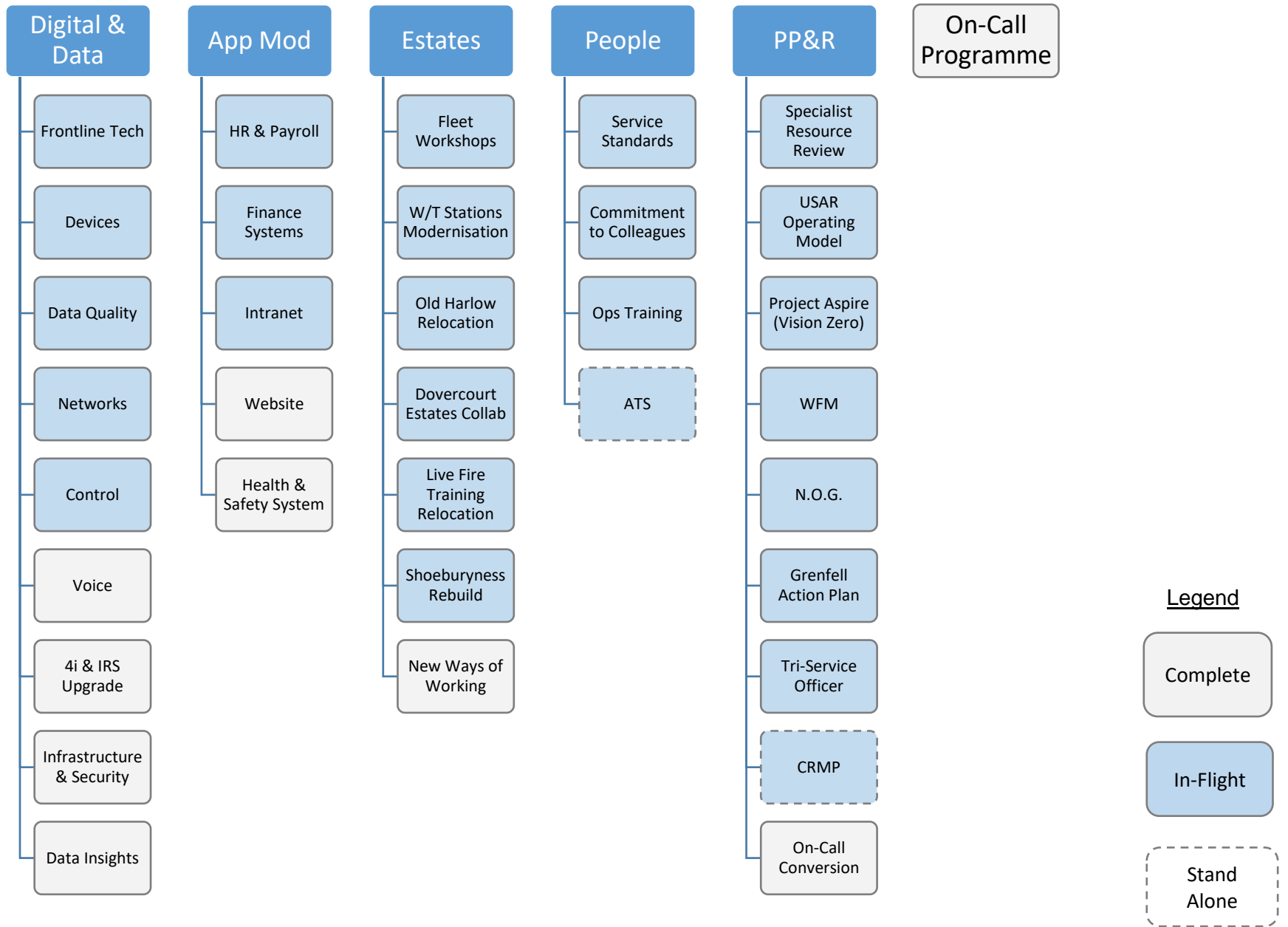
### Projects Initiated in 22/23

1. HR & Payroll Core Project
2. Finance Systems Project
3. Services Standards Project
4. Commitment to Colleagues Project
5. Operational Training Project
6. Specialist Resource Review Project
7. USAR Operating Model Project
8. Project Aspire (Vision Zero)
9. Tri-Service Officer Project (*This was already in flight, but brought into Fire's portfolio of change in 22/23*)
10. Community Risk Management Plan (CRMP) Project

We have progressed in maturity in getting to a place where we continually challenge the justification for in-flight change; where a project is no longer justified we challenge it's continued viability. There are two examples this past portfolio year where PMB have stopped and closed activity. This is the On-Call Development Programme and the Data Insights Project.

The On-Call Development Programme completed its second tranche activity in January 2022, following this it was recommended and decided by PMB that future On-Call activity is appropriately managed within business-as-usual functions. This required the correct strategic alignment, which was recommended against both the People and Response Strategies. A Post Implementation Process is due to PMB in April 2023 12months on from the programme's closure.

The Data Insights Project was completed and closed in December 2022, with a Phase 2 Project due to initiate in January 2023. Upon analysis, a recommendation was made that this work is now in a place where it too can be managed under business-as-usual, and a project is no longer justified. A final decision on this is due at PMB in April 2023.





## Alignment to the Fire & Rescue Plan & Current Integrated Risk Management Plan (IRMP)



## Realisation of Benefits

VOICE PROJECT -Through the ability to join meetings remotely via MS Teams:

- Improved Flexi Officer & Appliance cover without having to leave station to join meetings.
- Reduction in carbon footprint, and time saved from travelling to meetings, also improving meeting efficiency.
- Financial savings for hardware (£41,930.00 one off) & software (£21,000 pa).

4i & IRS UPGRADE PROJECT - Through the upgrade of our mobilising system:

- Fully supported & resilient system, supporting future upgrade requirements.

ON-CALL CONVERSION PROJECT & ON-CALL PROGRAMME - Through the retirement of the day crew duty system:

- Increase in On-Call recruitment by 100% in 2021 (figures TBC for 2022).
- Savings in duty system costs & increase in capital through sale of day crew houses of £6.9m.

WEBSITE PROJECT - Through the implementation of a new external webiste:

- Improved user experience & accessibility for the public, meeting public sector equality duties.
- Improved efficiency internally through easier content updating and editing.

INFRASTRUCTURE & SECURITY SYSTEM - Through the replacement of our backup and restore system and SFTP migration to cloud:

- Alignment to our CCloud principles in our D&D Strategy.
- Financial savings of £46,875 pa approx, through our new backup and restore replacement, and Net saving £120pcm through equipment decomissioning.

HEALTH & SAFETY SYSTEM PROJECT - Through the replacement of our OSHENS system:

- Financial savings of £9,920 through the decomission of the OSHENS system.
- Process efficiencies internally, as well as improvements to productivity as we can now locally configure the new system.

DATA INSIGHTS PROJECT -Through the delivery of a new data environment.

- Access to a central cloud based data platform.
- Upskilling and process improvements internally.