ESSEX POLICE, FIRE AND CRIME COMMISSIONER
FIRE & RESCUE AUTHORITY
Essex County Fire & Rescue Service

Classification	Official		
Meeting	Performance and Resources Board	Agenda no.	12
Meeting Date	27 July 2023		
Report Authors	Head of Portfolio, Governance & Assurance		
Presented By	Deputy Chief Fire Officer		
Subject	Portfolio of Change Quarterly Report Q1 2023/2024		
Type of Report	Information		
Action Point No.		For Publication	Yes

RECOMMENDATION(S)

Quarterly Report on Portfolio of Change Q1 2023/2024 for information only.

EXECUTIVE SUMMARY

This report is produced for the Portfolio Management Board (PMB), the Performance & Resourcing Board (P&R), and other key members of Essex County Fire and Rescue Service (ECFRS). It is produced 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.

Following the circulation and feedback from our last Quarterly Report, we have tailored the quarterly update information we are reporting to reflect 3 key areas this past quarter:

1. What's New?
2. What's Changed?
3. What impact does that have on the public?

BACKGROUND

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?
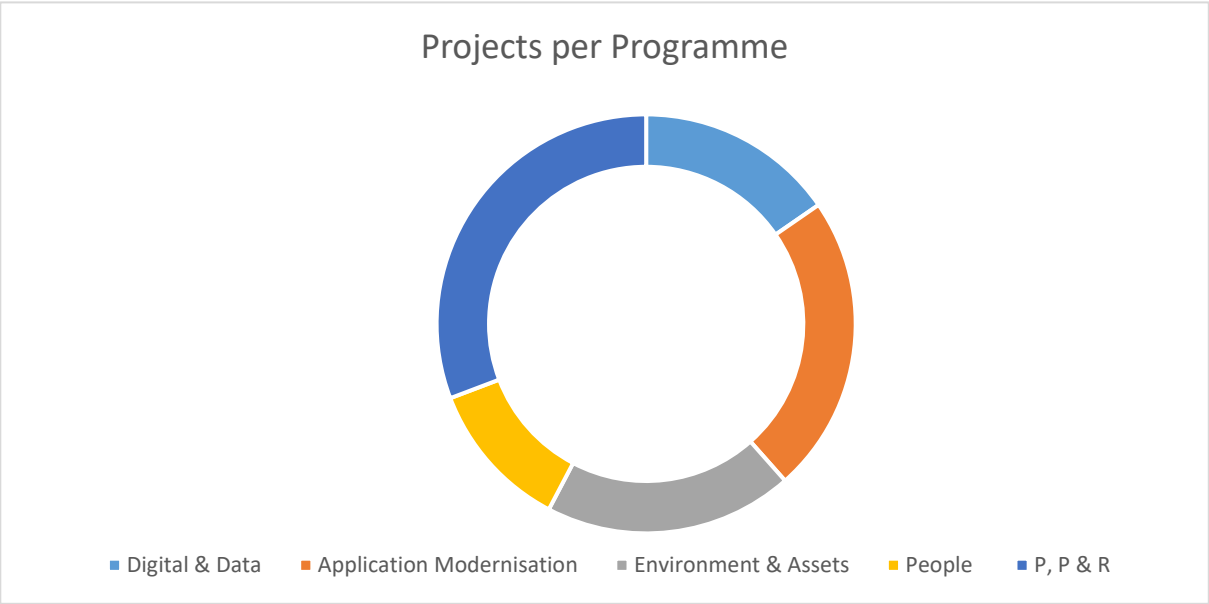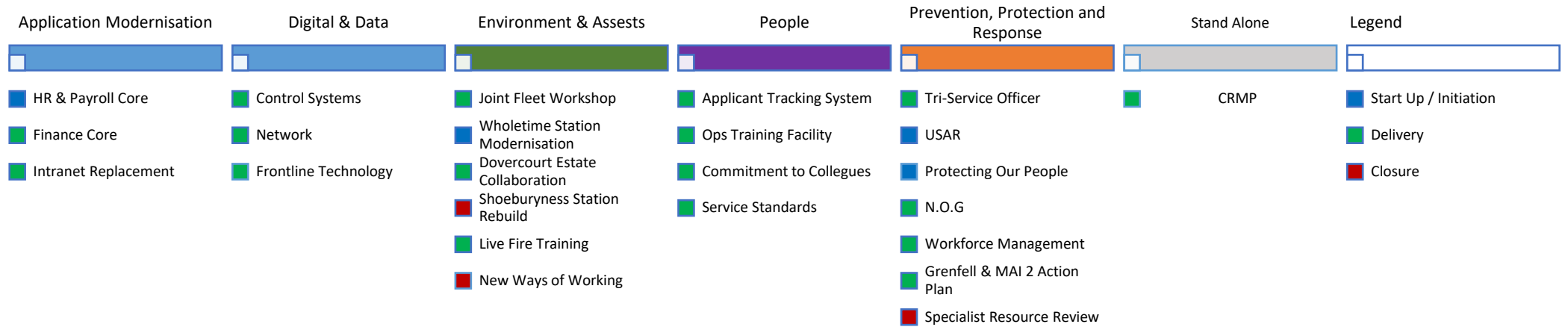5. Does it fit with our strategic goals and objectives?
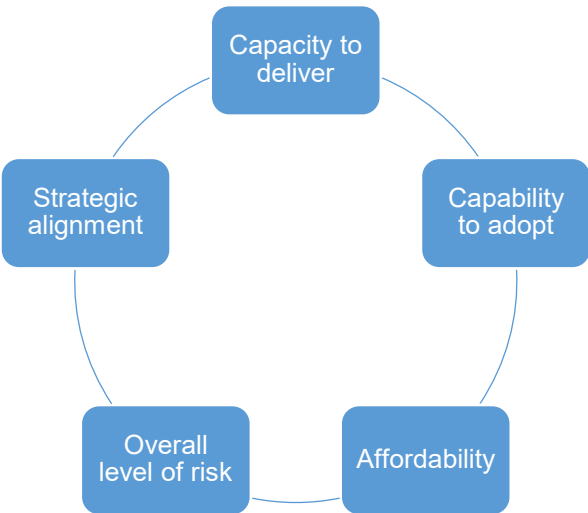
The portfolio of change is an essential part of our accountability to the PFCC in providing assurance that the Service is delivering against the priorities set out in the FRP and delivering on the changes required.

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. There are officially two programmes in the D&D space: D&D and Application Modernisation. This was due to the way they were funded, as the D&D Programme has funding and Application Modernisation does not, and funding is requested on a project-by-project basis. We now see that split between our "change" and "business as usual" collaborative activities in our governance models.

ECFRS Portfolio of Change

Application Modernisation

- ■ HR & Payroll Core
- ■ Finance Core
- ■ Intranet Replacement

Digital & Data

- ■ Control Systems
- ■ Network
- ■ Frontline Technology

Environment & Assests

- ■ Joint Fleet Workshop
- ■ Wholetime Station Modernisation
- ■ Dovercourt Estate Collaboration
- ■ Shoeburyness Station Rebuild
- ■ Live Fire Training
- ■ New Ways of Working

People

- ■ Applicant Tracking System
- ■ Ops Training Facility
- ■ Commitment to Collegues
- ■ Service Standards

Prevention, Protection and Response

- ■ Tri-Service Officer
- ■ USAR
- ■ Protecting Our People
- ■ N.O.G
- ■ Workforce Management
- ■ Grenfell & MAI 2 Action Plan
- ■ Specialist Resource Review

Stand Alone

- ■ CRMP

Legend

- ■ Start Up / Initiation
- ■ Delivery
- ■ Closure

Projects per Programme

■ Digital & Data ■ Application Modernisation ■ Environment & Assets ■ People ■ P, P & R

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

- Decisions about inclusion 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 within the portfolio or funded without approval of the PMB.
- Decisions about the closure of all projects and programmes out of the portfolio; no change activity should be closed without the approval of 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)	SERVICE LEADERSHIP TEAM (SLT)	CONTINUOUS IMPROVEMENT BOARD (CIB)
Key Strategy	Key Strategy	Key Strategy
Portfolio of Change	Integrated Risk Management Plan	Annual Plan

Q1 2023/2024 Progress; What's Changed?

Projects Initiated		In-Flight Projects		Projects Closed	
Q4	Q1	Q4	Q1	Q4	Q1
1	1	29	24	3	6

What New Projects Are There?

- Protecting our People

What Projects Have Closed?
- Old Harlow Relocation
- Aspire (Vision Zero)
- Provision RJ Fire Breaks
- Website Replacement
- Devices
- Data Quality

Project Initiated

Protecting Our People (POP) – This project is designed to deliver against the national campaign from the Institution of Occupational Safety and Health (IOSH), which aims to explain the causes of occupational cancer and help Services act.

Projects Closed

Old Harlow Relocation – This project has now been closed and moved back into the portfolio pipeline. It was agreed that more exploration was required around the options before we initiate this as a project.

Aspire (Vison Zero) – This project has been closed and moved into business as usual (BAU). The benefits tracking of which has now moved across to our Productivity & Efficiencies Board.

Provision RJ Fire Breaks – This project has been closed and moved into BAU. The benefits tracking of which has now moved across to our Productivity & Efficiencies Board.

Website Replacement – This project has been closed as it has successfully implemented a robust, reliable, and fit-for-purpose website solution, to enable effective engagement and communication to all key stakeholders and a wider audience. The benefits tracking of which has now moved across to our Productivity & Efficiencies Board.

Projects Transitioned to The Annual Plan

Devices – This project has been closed, as it was assessed as part of our portfolio definition and agreed that the activity was not "change" but rather BAU. The planned activity will continue to be tracked by the Continuous Improvement Board (CIB) through our Annual Plan. This project helped implement a rolling refresh for mobile phones, laptops, tablets, and desktop devices as well as reviewing and updating processes, policies, and contracts to support this new approach and ways of working.

Data Quality – This project has been closed, as it was also assessed and agreed that the activity was not "change" but rather BA. The planned activity will continue to be tracked by CIB through the Annual Plan. This project helped us to carry out an initial assessment of every in-scope dataset to understand the quality of the data and produce "Improvement Schedule" reports.
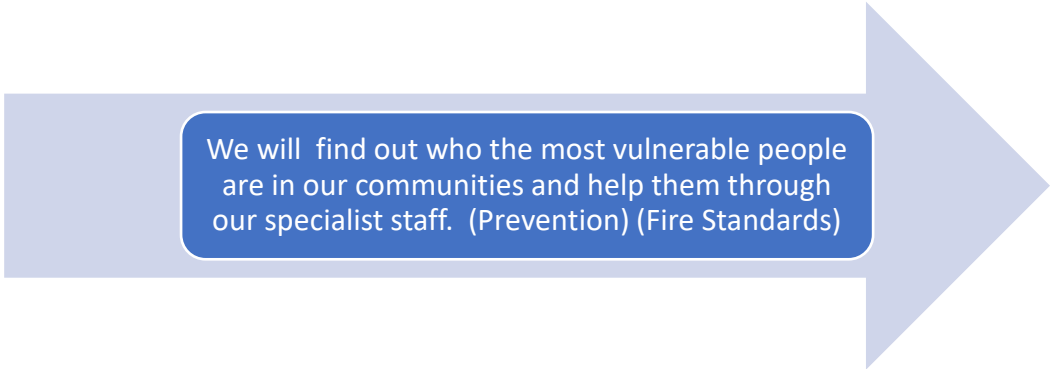
Impact on the Public

This looks at the projects which have closed this quarter, and how the change delivered aligns to our IRMP objectives, and ultimately impacts the public of Essex. We have also included benefits realised where applicable.

Aspire (Vision Zero)

We will tell you how we are working with our partners to reduce the number of vulnerable people killed or seriously injured on our roads. (Prevention)

Provision of RJ Fire Breaks

We will find out who the most vulnerable people are in our communities and help them through our specialist staff. (Prevention) (Fire Standards)

We will deliver an ICT transformation and optimisation programme that will make sure we make the best use of effective systems. (Technology)

Booking a home safety visit:
1 Dec – 28 Feb 2022: 1,358 visits (old website)
1 Dec – 28 Feb 2023: 3,938 visits (new website)

Home safety advice (10 top tips):
1 Dec – 28 Feb 2022: 313 visits (old website)
1 Dec – 28 Feb 2023: 1,599 visits (new website)

Candle safety:
1 Dec – 28 Feb 2022: 19 visits (old website) 1 Dec – 28 Feb 2023: 261 visits (new website)

Website Replacement

Programme Milestones

Programme closure dates will follow once all projects have closed, the programme can be reviewed, reported on, and appropriately closed.

D&D Programme — Programme Delivery Date: 31 July 2025

- Control Systems - System Go Live - June 2023
- Networks - Project Completion - July 2023
- Frontline Technology - Project Completion - March 2025

App Modernisation — Programme Delivery Date: 30 June 2025

- Intranet Replacement - Go Live - September 2023
- Finance System - System Go Live - June 2024
- HR & Payroll - System Go Live- March 2025

Environmental & Assests Programme — Programme Delivery Date: 31 Decemeber 2026

- Shoeburyness Rebuild - Project Closure - July 2023
- New Ways of Working - Project Completion - August 2023
- Wholetime Station Modernisation - Project Completion - July 2030
- Dovercourt Estates Collaboration - Project Completion - May 2024
- Live Fire Training Relocation - Project Completion - December 2025
- Joint Fleet Workshops - Project Comlpletion- December 2026

People Programme — Programme Delivery Date: 30 April 2024

- Ops Training - Project Completion- Decmener 2025
- Service Standards - Project Completion - March 2024
- Commitment to Colleagues - Project Completion - March 2024
- Applicant Tracking System (ATS) - System Go Live - September 2023

P, P And R Programme — Programme Delivery Date: 30 April 2024

- Specialist Resource Review - Recomendations Submitted - July 2023
- USAR Operating Model - Recomendations Submitted - July 2023
- Workforce Management System - System Go Live - October 2023
- Narional Operational Guidence - Project Completion - August 2023
- Grenfell & Manchester Areana Inquiry Action Plan 2 - Recomendations Completed- September 2023
- Tri-Service Officer - Tri-Service Offcier Role Fullfilled - March 2024
- Protecting Our People (POP) - Project Completion - April 2024

Stand Alone

- Community Risk Management Plan (CRMP) - Project Completion - December 2024

OPTIONS AND ANALYSIS

There are no options presented as part of this report, this is a quarterly update for information only.

RISKS AND MITIGATIONS

All risks are managed at the relevant programme and project levels, using our corporate risk tool JCAD.

LINKS TO FIRE AND RESCUE PLANS

All our Portfolio of Change has been mapped to understand the alignment to the Fire & Rescue Plan and current Integrated Risk Management Plan, and our programmes established to support this strategic alignment in the structure of our portfolio.

FINANCIAL IMPLICATIONS

The service has created a benefits framework which allows the service to classify all benefits consistency. A benefits register has been created which captures the projected benefits for each specific project, as outlined in the PID. Additional benefits may be added as the project progresses.

The service will include within the next report details of the project benefits for the transformation programme within the next paper.

LEGAL IMPLICATIONS

There are no legal implications at a portfolio level, these are managed at individual project and programme levels.

STAFFING IMPLICATIONS

There are no staffing implications at a portfolio level, these are managed at individual project and programme levels.

EQUALITY AND DIVERSITY IMPLICATIONS

The actions being taken will not have a disproportionate impact on individuals with protected characteristics (as defined within the Equality Act 2010), when compared to all other individuals and will not disadvantage people with protected characteristics.

Race	N	Religion or belief	N
Sex	N	Gender reassignment	N
Age	N	Pregnancy & maternity	N
Disability	N	Marriage and Civil Partnership	N
Sexual orientation	N		

The Core Code of Ethics Fire Standard has been fully considered and incorporated into the proposals outlined in this paper.

HEALTH AND SAFETY IMPLICATIONS

There are no health and safety implications at a portfolio level, these are managed at individual project and programme levels.

CONSULTATION AND ENGAGEMENT

This report goes up to our Portfolio Management Board (PMB) before P&R Board, so PMB members are engaged with and feedback incorprated before submission to P&R Board.

FUTURE PLANS

N/A

LIST OF BACKGROUND PAPERS AND APPENDICES

N/A