

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



<b>Classification</b>	<b>Official</b>		
<b>Meeting</b>	<b>Performance and Resources Board</b>	<b>Agenda no.</b>	<b>12</b>
<b>Meeting Date</b>	<b>PMB – 13<sup>th</sup> February 2024 P&amp;R Board – 27<sup>th</sup> February 2024</b>		
<b>Report Authors</b>	<b>Head of Portfolio, Governance &amp; Assurance</b>		
<b>Presented By</b>	<b>Deputy Chief Fire Officer</b>		
<b>Subject</b>	<b>Portfolio of Change Quarterly Report Q3 2023/2024</b>		
<b>Type of Report</b>	<b>Information</b>		
<b>Action Point No.</b>		<b>For Publication</b>	<b>Yes</b>

Contents

Recommendation(s) ..... 3

Executive summary ..... 3

Background ..... 3

ECFRS Portfolio of Change ..... 5

Q3 2023/2024 Progress: What’s Changed? ..... 7

Impact On The Public..... 10

Programme Milestones ..... 11

Options and Analysis..... 12

Risks and Mitigations ..... 12

Links to Fire and Rescue Plans..... 12

Financial Implications ..... 12

Legal Implications..... 12

Staffing Implications ..... 12

Equality and Diversity Implications ..... 12

Health and Safety Implications ..... 13

Consultation and Engagement ..... 13

Future Plans ..... 13

List of Background Papers and Appendices..... 13

## RECOMMENDATION(S)

This is a quarterly report on the portfolio of change for the period of Q3 2023/2024 and is 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.

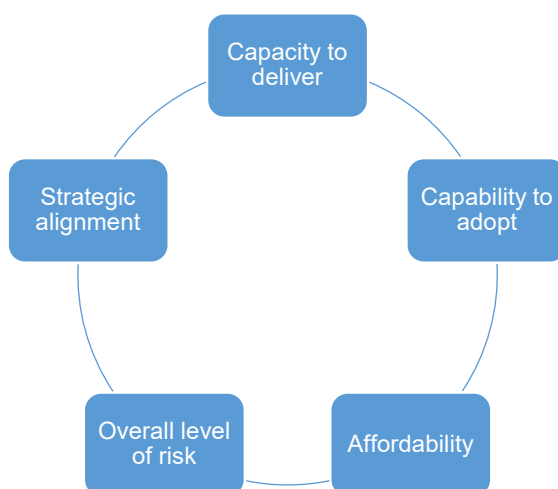
## BACKGROUND

The portfolio of change is created to deliver transformational change in the “change the business” space against the Services' 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, has a defined start and end and defined outcomes to be achieved. Change activity at the Service is usually the more significant transformational improvement activities.

When determining whether something is business as usual (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?



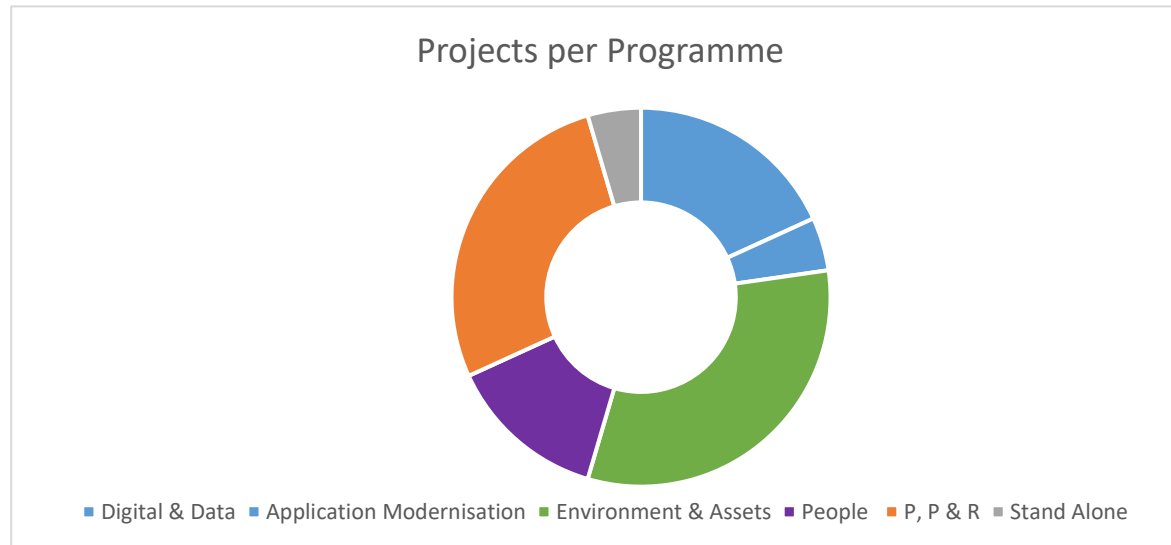
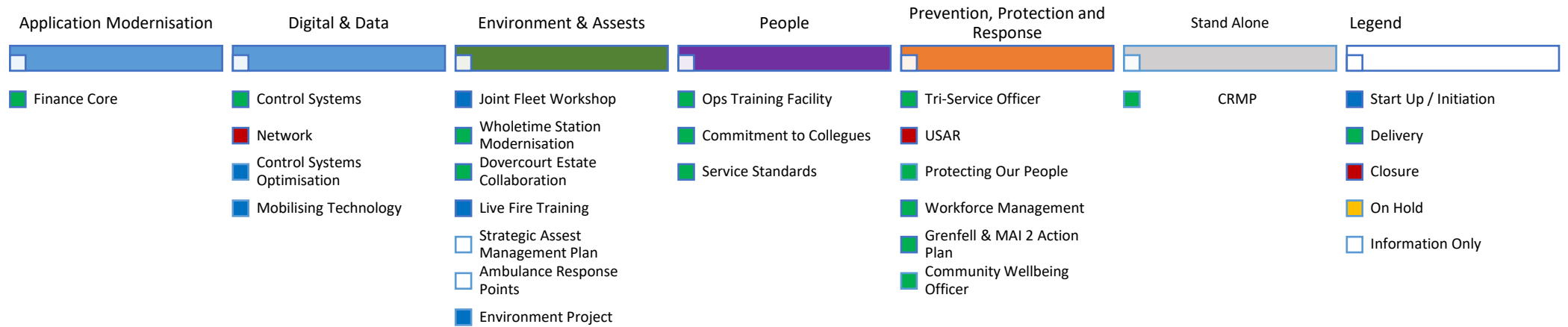
The portfolio of change is an essential part of our accountability to the PFCC in providing assurance that the Service is delivering against the priorities set out in the FRP and delivering on the changes required.

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, Environment & Assets, 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



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 Continuous Improvement Plan, which identifies the strategic priorities from the FRP, IRMP and the Service’s core strategies as defined earlier in this document. Continuous Improvement 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 Continuous Improvement 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:



## Q3 2023/2024 PROGRESS: WHAT'S CHANGED?

Projects Initiated		In-Flight Projects		Projects Closed	
Q2	Q3	Q2	Q3	Q2	Q3
3	3	23	22	4	3*

\*These figures exclude the HR & Payroll System Project, which was moved back into the pipeline, following the decision to extend the current Civica contract.



\*\* Initiated and moved into delivery during this period.

### Projects Initiated

**Control Optimisation** – Following the implementation of the new control & mobilising system in June 2023, due to the delivery to date being for the minimum viable product (MVP), a project has been initiated to maximise the investment made during phase one. This project aims to provide a fully integrate the Control Room System, to delivers more accurate data feeds, resulting in more efficient mobilisation and resourcing to incidents.

**Mobilising Technology** – This project links in with the Control Optimisation Project and follows on from the Control Phase 1 Project. This project scope includes several elements that were de-scoped from phase 1, to prioritise the implementation of the core system. This has also allowed us to align to our capital planning as this project requires considerable capital spend. The scope of this project includes investment in the station end equipment, mitigating the risks of this equipment nearing end of life, limited available spares and loss of technical support, as well as investment in our Mobile Data Terminals (MDTs) on our fire appliances. Updating the equipment will enable future integrations to ensure we have digital and media capabilities across all operational mobile data devices.

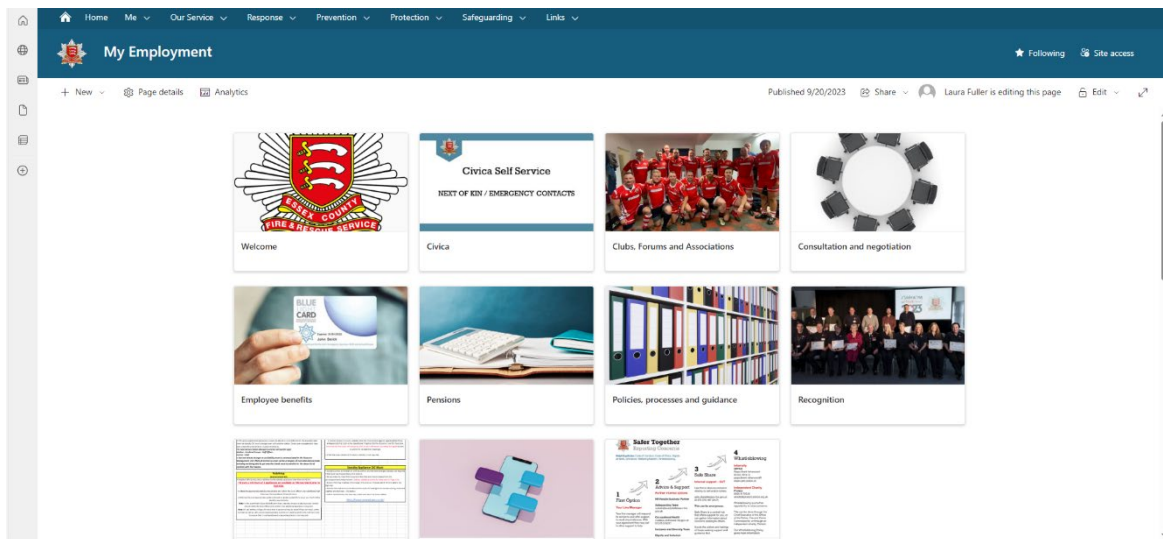
### Projects Moved into Delivery

**Community Wellbeing Officer** – In supporting the East of England Ambulance Service Trust (EEAST) to delivery community needs, ECFRS will conduct Designated Emergency Medical Responses at Category 1, 3 & 4 incidents. By responding to these calls, ECFRS will be able to gather intelligence and identify risks through access to frail and elderly persons living in Essex, who may be at risk of fire as well as the causation of fatal injury during a fire (slips / trips / falls). It reinforces our commitment to effective prevention,

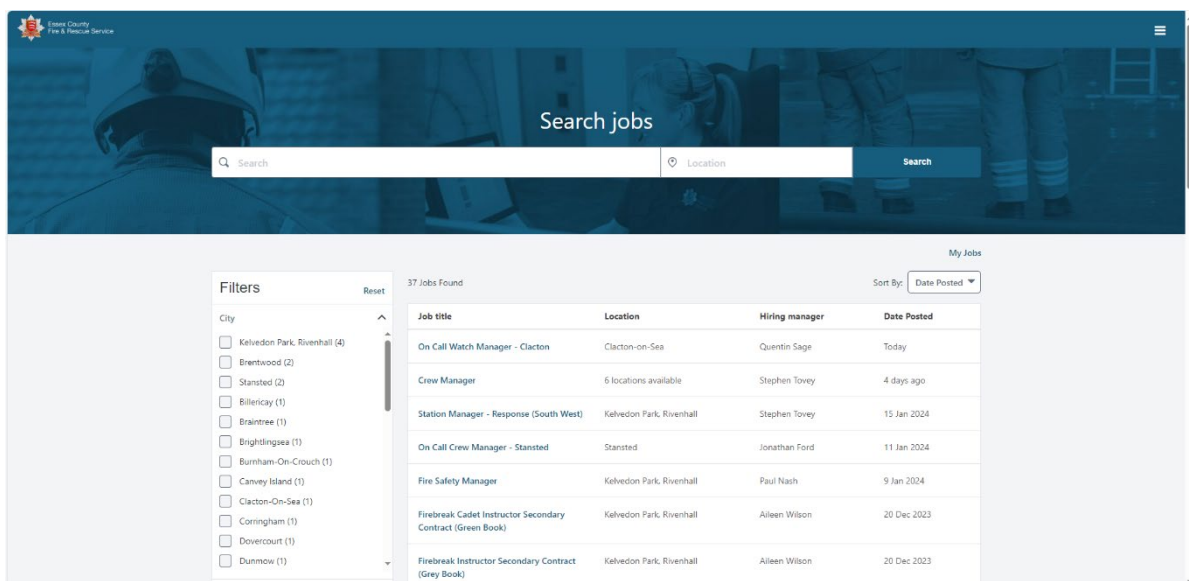
protection, and response activities, helping vulnerable people to be safer in Essex. This collaborative approach is driven by a shared commitment to maintaining the trust and confidence of the public in our services.

## Projects Closed

**Intranet Replacement** – This project commenced in April 2022 aiming to implement a new internal platform that would improve accessibility and usability for all ECFRS’s employees. Silversands Ltd were awarded the contract in August 2022. The new ECFRS Intranet went live on the 26th of July 2023 and has proved a success. Employee feedback has been positive and shows that colleagues are embracing the new look, feel and improved functionality it has offered.



**Applicant Tracking System (ATS)** – This project was initiated to replace the Athena System which was being decommissioned. The implementation of the Applicant Tracking System, Cornerstone, has enabled the simplification of HR processes and procedures as On-Call recruitment and Support recruitment are now within a single system.





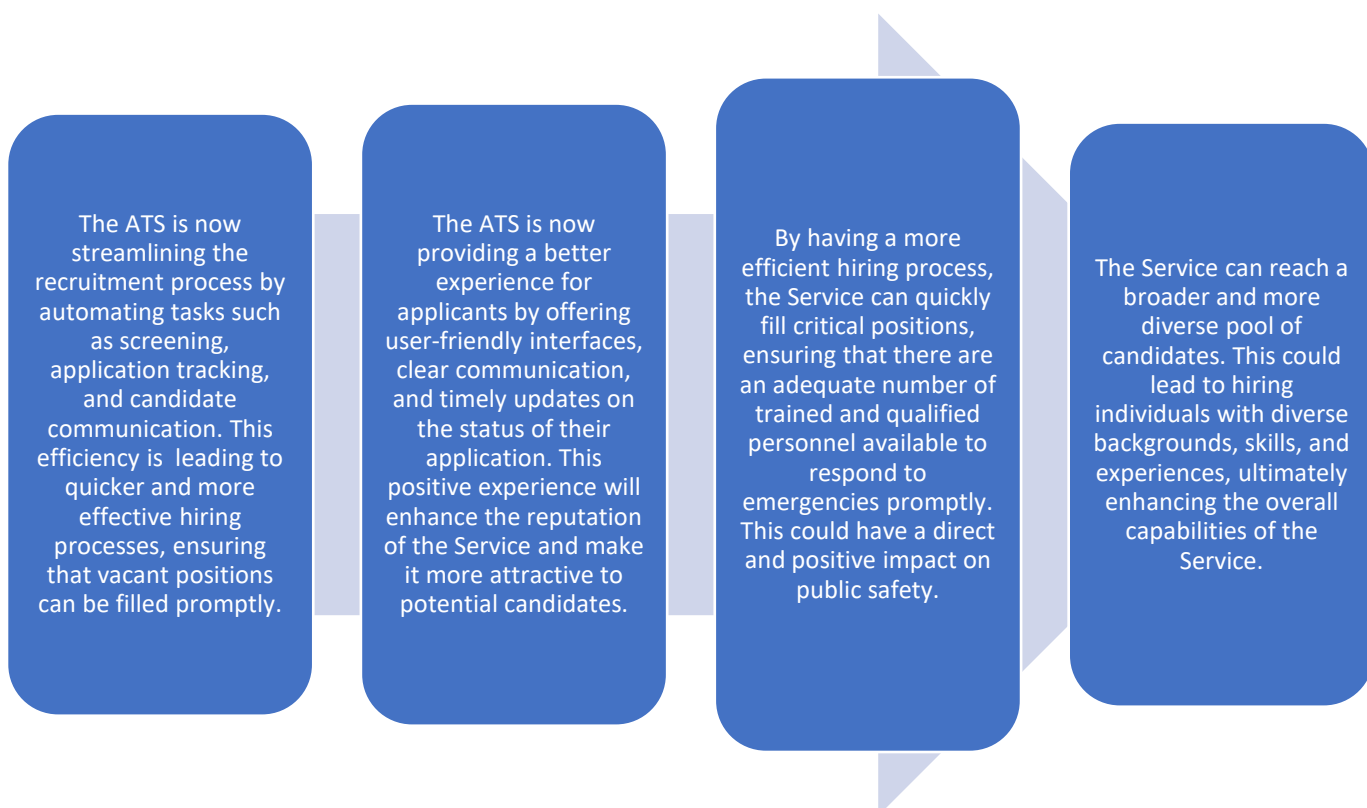
**Frontline Technology** – The Frontline Technology project was prematurely closed due to not having the funding to support the project, and the scope of the project being too broad and undefined. The project was initiated in March 2022 with the Service looking to invest in technology to support frontline operations and exploit the wider investment in our infrastructure and our applications. Learning has been taken from the project and its premature close, and a new project is currently in our portfolio pipeline being worked up for Asset Tracking (inventory Management) specifically off the back of this project closure.

## 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.

**Intranet Replacement** – Due to the project being an internally focussed project, this has meant it has had limited impact on the public. The project has enabled our Service colleagues to access information quicker and has had a positive impact on our through productivity and efficiencies.

### Applicant Tracking System (ATS)



**Frontline Technology** - Due to the Frontline Technology project closing prematurely, this project has not delivered any direct impact on the public. However, some of the project(s) which may developed off the back of this project closing, are expected to have a positive impact on the public in the future.

## PROGRAMME MILESTONES

Programme closure dates will follow once all projects have closed at which time the programme can be reviewed, reported on, and closed as appropriate.

### D&D Programme

Programme Delivery Date: 31 July 2025

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- Networks - Project Closure - February 2024
- Control Systems Phase 1 - Project Closure - May 2024
- Control System Mobilisation - PID - Project moving into delivery - February 2024
- Control Optimisation - Project Brief - Project to be initiated - March 2024

### App Modernisation

Programme Delivery Date: 30 June 2025

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- Finance System - User Acceptance Testing (UAT) - February 2024
- Finance System - System Go Live - April 2024
- Finance System - Phase 2 Expenses - July 2024

### Environmental & Assests Programme

Programme Delivery Date: 31 December 2026

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- Strategic Asset Management Plan (SAMP) - No further activity.
- Wholetime Station Modernisation - Orsett Modernisation Completion - March 2024
- Environment - Completion of Carbon Zero Roadmap - June 2024
- Joint Fleet Workshops - Phase 2 - Legal advice on delivery vehicle April 2024 / Workforce and Staff Structure - July 2024
- Live Fire Training - RIBA Stage 3 Completion - October 2024
- Dovercourt Estates Collaboration - Project Completion - May 2025
- Ambulance Response Points - Completion of final phase - March 2026

### People Programme

Programme Delivery Date: 30 April 2024

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- Service Standards - Project Completion - April 2024
- Commitment to Colleagues - Project Completion - April 2024
- Operational Training - Project Completion - December 2024

### P, P And R Programme

Programme Delivery Date: 30 April 2024

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- USAR Operating Model - Project Closure - February 2024
- Tri-Service Officer - Project Closure & Handover to BAU - March 2024
- Workforce Management System - System Go Live - April 2024
- Protecting Our People (POP) - Project Completion - December 2024
- Community Wellbeing Officer - Conclusion of Pilot - December 2024
- Grenfell & Manchester Arena Inquiry - Project Closure - March 2025

### Stand Alone

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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 (IRMP), and our programmes established to support this strategic alignment in the structure of our portfolio.

## FINANCIAL IMPLICATIONS

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

## 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

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

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		

If an impact on one group or more is anticipated, a full People Impact Assessment must be completed and **attached to the report**. Please also look to add other comments to ensure that a review has been properly considered as part of this report process.

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 is reviewed by our Portfolio Management Board (PMB) before progressing to P&R Board, so PMB members are engaged and their feedback is incorporated before submission to P&R Board.

## FUTURE PLANS

We manage a portfolio pipeline for requested and upcoming change activities. The activities that currently sit in our pipeline, and should progress in Q4 in their discovery work, are as follows:

- **Asset Tracking** – This project will aim to reduce the risk of loss or misplacement of our equipment (approx. £30k - £40k per year). ECFRS is looking to implement a technology driven solution to monitor and manage physical assets, enabling insights on where, how and in what condition our assets are being used.
- **Service Process Improvement** – This project looks to complete a full-Service wide process review (scope still being defined). It will be looking to identify efficiencies through the automation and simplification.
- **Fleet Workshops System (Tranman)** – This project will aim to identify a replacement for our Fleet Management System which is currently Tranman. This is due to the retirement and de-commissioning of the current software.
- **Implementation of the Policy Framework** – This project will aim to implement a standardised policy framework and a centralised policy repository. This will bring unprecedented clarity and consistency to how we create, manage, and access policies in the Service.
- **Service Target Operating Model** – This project looks to develop a Service target operating model (TOM).
- **HR & Payroll – Strategic** – This project was moved from the portfolio, back into the pipeline, as funding was not available to deliver it in 24/25. Whilst in the pipeline, collaboration opportunities can be explored. The current Civica contract has been extended, this project is to look at the longer-term solution beyond the current contract.
- **On-Call Initiatives** - This project is to review the prioritises for On-Call, to Look at initiatives around retention, availability, utilising working spaces and optimising the benefits of our On-Call resources.

## LIST OF BACKGROUND PAPERS AND APPENDICES

N/A