

# ESSEX FIRE AUTHORITY

## Essex County Fire & Rescue Service



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MEETING

AGENDA ITEM

**Audit, Governance & Review  
Committee**

**14**

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MEETING DATE

REPORT NUMBER

20 April 2016

**EFA/066/16**

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SUBJECT

**Portfolio Management Office Progress Reporting**

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REPORT BY

Tracy King – Performance Improvement Manager

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PRESENTED BY

Mike Clayton – Finance Director & Treasurer

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### SUMMARY

The purpose of this report is to provide assurance to Members on the arrangements for monitoring and reporting the benefits from projects and programmes. The administration of these arrangements is through the Service's Portfolio Management Office. This report also completes the action to develop a report on benefits realisation in the Independent Review Action Plan.

### RECOMMENDATIONS

Members of the Audit, Governance and Review Committee are asked to note the contents of the Portfolio Management Office Progress Report.

### BACKGROUND

One of the recommendations in the Independent Review was:

Review of existing management and delivery mechanisms to provide implementation ability with clear oversight of progress in implementing change and most importantly, embedding change.

One of the actions in response to this was that the Portfolio Management Office was to be used to monitor the progress on all programmes and projects on a monthly basis and report progress. A separate report on benefits realisation and post project implementation reviews will be developed.

This report gives an overview on the number of Projects and Programmes that have successfully closed during 2015/16 and an overview of the Benefits Realisation Reporting for each of these. The report also gives an indication of the number of live change items

that are on-going within the organisation and the total amount of cashable benefits that should be realised by delivering this change.

## PROJECTS AND PROGRAMMES CLOSED IN 2015/16

In addition to cashable benefits, non-cashable benefits may also result from a project or a programme. Internal non-cashable benefits are generally savings in time or processes that do not directly result in a cashable saving. External non-cashable benefits are generally improvements to outcomes that the Authority is trying to achieve, such as increases in smoke alarm ownership or incident response times.

The table below summarises the outcomes for those project and programmes that completed in 2015/16:

Change Title	Benefits Realisation Plan	Cashable Benefits	Internal Non-Cashable Benefits	External Non-Cashable Benefits
<b>Programmes</b>				
Fleet and Equipment Transformation	Yes	Yes	Yes	Yes
Workforce Transformation	Yes	Yes	Yes	No
Kelvedon Park – Phase II	Yes	Yes	Yes	No
<b>Projects</b>				
SAP Development	No	No	No	No
Animal Rescue Unit used as off road water bowser	Yes	No	Yes	No
National Incident Type List	Yes	No	Yes	No
Rescues from Height	Yes	No	Yes	No
Review of Incident Command Structure Policy	Yes	No	Yes	No
Solar Panels Project	Yes	Yes	No	No
Heavy Rescue Pump	Yes	No	Yes	No
Concerto – Property Services Helpdesk System	Yes	Yes	Yes	No
Buzby	Yes	Yes	Yes	No

## LIVE CHANGE AS AT 31 MARCH 2016

Reviews with departmental managers have been used to ensure that the overall scale of change within the Authority is reduced, and that there is clear focus on the higher priority areas, such as the 2020 Programme.

At the 31 March 2016 there were the following:

3 live Programmes; and  
26 live Projects.

The total amount of cashable benefits that are expected on completion of all current live Programmes and Projects is £28.8m over a 15 year time period and average of £1.9m of savings per annum.

## **RISK MANAGEMENT IMPLICATIONS**

The Independent Review highlighted the need to bring the scale of change within the Authority under control. A significant amount of work has been undertaken to review the changes already in progress, to bring some to a conclusion and identify the benefits realisation plans, and to defer or suspend others.

A structured approach to project and programme documentation has been adopted and a gated approval process to ensure that the scale of change remains manageable. In addition there is a significantly greater degree of cross-departmental visibility of projects and pinch points for resources, such as ICT skills are identified and managed. This approach has helped to mitigate the risks and issues identified in the independent review.

Within projects and programmes a documented approach to risk management has been adopted.

## **FINANCIAL IMPLICATIONS**

These are set out in the report.

## **OTHER IMPLICATIONS**

There are no legal, equality, or environmental implications from this report.

<b>LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985</b>	
<b>List of appendices attached to this paper:</b>	
<b>List of background documents (not attached):</b>	
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