



**PFCC**   
**POLICE, FIRE AND CRIME  
COMMISSIONER FOR ESSEX**

# **Essex County Fire & Rescue Service**

Delivering the governance  
change: Stage 1 Plan

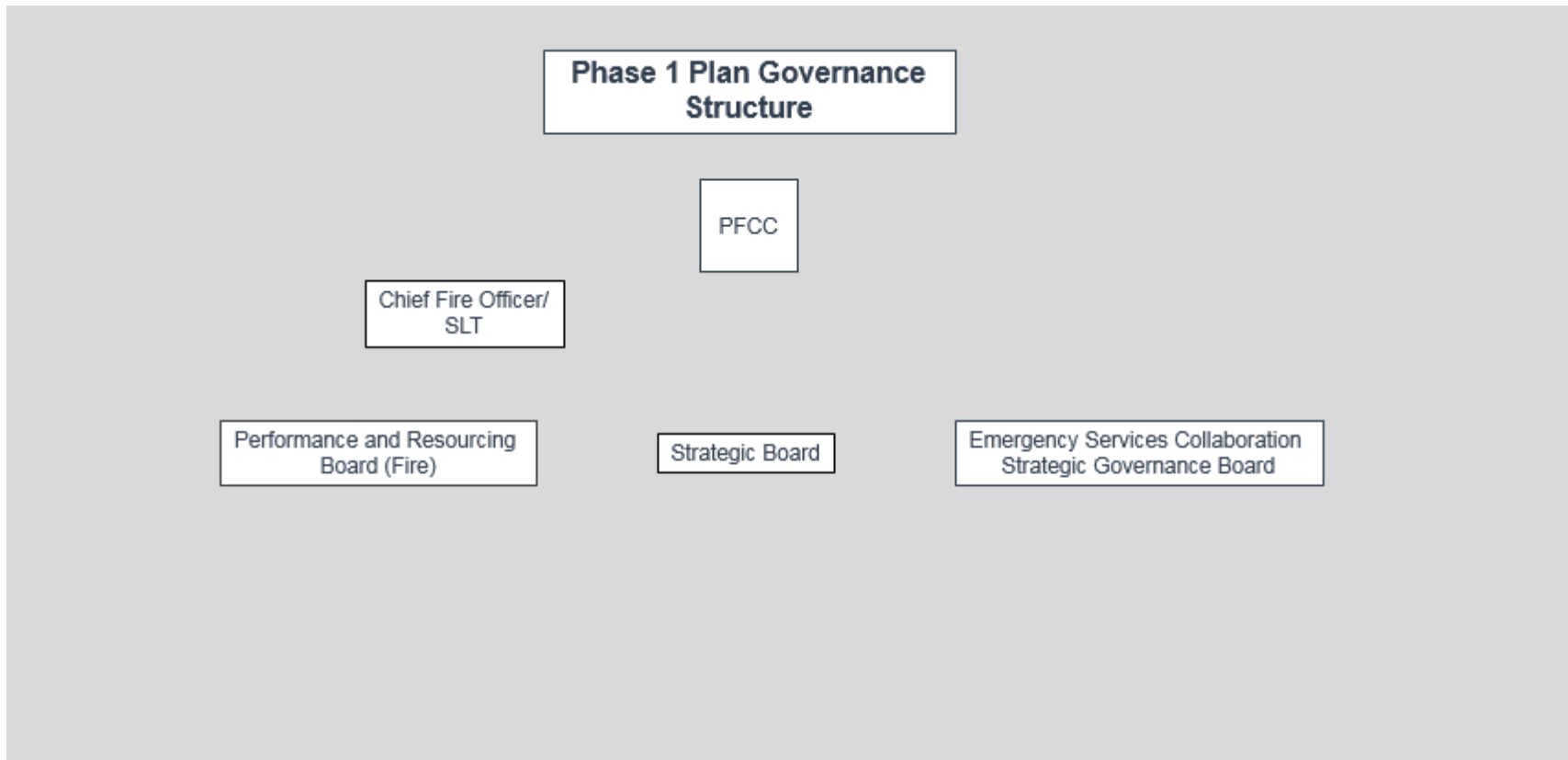
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## Stage 1 Plan – Governance

This action plan is a working document and therefore will be updated on a regular basis throughout delivery of Phase 1 activity. If you have any questions, comments or suggestions please contact the Bernie Beckett, Project Manager – [bernie.beckett@essex-fire.gov.uk](mailto:bernie.beckett@essex-fire.gov.uk)

The governance structure for delivery of the plan is as follows:



# Objectives

1. To review and implement strong and supportive Governance arrangements
2. Recruit and appoint a new Chief Fire Officer (CFO)
3. Work with the new CFO, recruit and develop the Service Leadership Team
4. Ensure there is a clear and ambitious vision for:
  - 4.1 Essex County Fire and Rescue Service
  - 4.2 Emergency Services Collaboration programme
5. Continue to progress the programme of cultural change
6. Set the budget for 18/19 by ensuring the 2020 Programme remains fit for purpose
7. To further develop the programme of work focused on empowering the voice of ECFRS staff
8. Deliver a proactive programme of public engagement, ensuring the public's voice is heard.
9. Develop relationships with staff representative bodies

# Action Plan

No.	Theme	Activity	Outputs / deliverables	Milestones	Interdependencies'	Progress
<b>1.</b>	<b>GOVERNANCE</b>					
1.1	Develop governance arrangements for the new PFCC (Fire and Rescue Authority)	<p>Prepare a Constitution for the new Fire and Rescue Authority</p> <p>Establishment of Fire Governance Boards: Performance and Resources Board; Strategic Board; Audit Committee; Emergency services Collaboration Strategy Board</p>	<p>Constitution agreed and published</p> <p>Decision sheet signed and published</p> <p>Board Terms of References agreed and published; dates identified; forward plans developed</p> <p>Audit Committee established</p> <p>Risk register reporting framework established</p> <p>Relationship between Fire and Police Governance frameworks and the Emergency Services Strategic Collaboration Board agreed and reflected in the constitution of each organisation.</p>	<p>Constitution sign off: 31/10/17 - <b>Complete</b></p> <p>Publish Constitution: November 2017 <b>Complete</b></p> <p>Strategic Board first meeting to be held: 6/12/17 <b>Complete</b></p> <p>Audit Committee first meeting to be held: 15/12/17 <b>Complete</b></p> <p>Performance and Resources first formal meeting held: 23/10/17 <b>Complete</b></p>	None identified to date	<p>Constitution: Final draft produced, signed off and published</p> <p>Terms of Reference: Agreed and included in Constitution</p> <p>Performance and Resources Board forward plan produced</p> <p>Audit committee: Agreed model Work underway to agree External auditor</p> <p>Risk registers: Meeting to progress New format in line with Audit committee. In place: December 2018</p>

No.	Theme	Activity	Outputs / deliverables	Milestones	Interdependencies'	Progress
1.2	Performance and Scrutiny programme	<p>Scrutiny programme agreed and updated regularly</p> <p>Forward plan in place</p> <p>First Performance and Resources Board meeting held.</p> <p>Review performance framework</p>	<p>Scrutiny programme forward plan</p> <p>New performance framework – monthly and quarterly reports</p> <p>Minutes and papers published after meeting</p>	<p>Shadow Board: September</p> <p>First formal Performance and Resources Board: 23/10/17</p> <p><b>Complete</b></p> <p>New performance framework in place: TBC</p>	None identified to date	<p>Performance and Resources Board: In place</p> <p>Performance reports: Meeting held with to begin work on report format linked to learning from Essex Police. In place: December 2018</p>
1.3	ECFRS SLT	PFCC / Deputy PFCC to develop closer working links with ECFRS SLT	PFCC / DPFCC attending weekly SLT meetings for the purposes of better understanding of the business.	PFCC/Deputy PFCC first attendance at SLT: December 2017	None identified to date	Attendance at SLT: 19/12/17
<b>2.</b>	<b>LEADERSHIP</b>					
2.1	Recruitment and appointment of new Chief Fire Officer	<p>Development of Role Description and Person Specification</p> <p>Identify Recruitment agency</p> <p>Draft Advert</p> <p>Agree recruitment process</p> <p>Launch recruitment</p> <p>Establish panel and dates</p> <p>Interview / assessment centres</p>	<p>New Chief Fire Officer/Chief Executive recruited</p> <p>New Chief Fire Officer/Chief Executive in post April 2018</p>	<p>Recruitment live: October 2017</p> <p><b>Complete</b></p> <p>Final interview dates: 12/12/17</p> <p><b>Complete</b></p> <p>Chief Fire Officer/Chief Executive recruited: December 2017</p> <p>Chief Fire</p>	None identified to date	<p>Gatenby Sanderson: Recruitment consultants: in place</p> <p>Job Description and Person Specification: agreed</p> <p>Recruitment Launched: 17/10/17</p> <p>Final Interviews: 12/12/17</p>

No.	Theme	Activity	Outputs / deliverables	Milestones	Interdependencies'	Progress
		Planned handover from outgoing Chief Fire Officer/Chief Executive		Officer/Chief Executive in post: April 2018		
2.2	Working with new CFO, recruitment and development of Service Leadership Team	In discussion with identified new Chief Fire Officer/Chief Executive, develop Job Description and Person Specification for new Director of Corporate Services and commence discussions on wider senior management team structure.  Advertise Director of Corporate Services	New Job Description and Person Specification for Director of Corporate Services finalised  Director of Corporate Services recruited February 2018  Director of Corporate Services in post	Director of Corporate Services Recruitment live: January 2018  Final interview date: February 2018  Director of Corporate Services recruited: February 2018  Director of Corporate Services in place: TBC	Chief Fire Officer/Chief Executive recruitment complete	Gatenby Sanderson are commencing work on first draft of job description.
2.3	Appoint Monitoring Officer	Produce options paper  Agree preferred option  Decision sheet	Monitoring Officer in post – October 2017	None identified	None identified	Monitoring Officer: Options paper went to Emergency Services Strategic Governance Board. RH agreed new Monitoring Officer – in place
<b>3.</b>	<b>VISION</b>					
3.1	Review existing	The PFCC to review the	Review of vision completed	Review of vision	None identified at	

No.	Theme	Activity	Outputs / deliverables	Milestones	Interdependencies'	Progress
	ECFRS vision	current vision for ECFRS  Subject to review, PFCC to identify as appropriate new / revised vision through engagement with internal and external stakeholders, and with new Chief Fire Officer/Chief Executive once recruited		complete: 31/3/18	present	
3.2	Ensure there is a clear and ambitious vision for collaboration	Facilitate workshop for police and fire senior teams, Ambulance, plus PFCC SMT, to develop and agree vision	Vision defined and agreed across collaboration partners through January workshop.	Workshop held with SLT: 5/12/17 <b>Complete</b>  Workshop held with Police COMG: 13/12/17 <b>Complete</b>  Planned workshop: 5/1/2018  Vision for Collaboration agreed: TBC	Collaboration projects in delivery and those agreed within PFCC Business Case	Shared Services Architecture to facilitate workshops: In progress  First workshop held with Fire SLT: 5/12/17  Workshop planned with Police COMG: 13/12/17
<b>4.</b>	<b>CULTURAL CHANGE</b>					
4.1	Review progress against Lucas Review and wider cultural change programme for	Review Lucas review and progress against recommendations  Review progress reported by	Refreshed cultural change programme developed  Evolve and continue to engage employees and	Early scoping complete at Performance and Resources Board:	Current projects delivering cultural change	Early scoping carried out at Performance and Resources Board: 23/10/17



No.	Theme	Activity	Outputs / deliverables	Milestones	Interdependencies'	Progress
	ECFRS	Expert Advisory Panel  Review wider cultural change programme	public with cultural change programme	23/10/17 <b>Complete</b>  Police, Fire and Crime Panel: <b>Complete</b>  Ethics & Integrity Committee: February  Completion of stage 1 review: March 2018		Paper to Police Fire and Crime Panel  Ethics & Integrity Committee to discuss review: February
4.2	Review findings in Staff Survey and determine how effectively this is informing current and future cultural change	Review previous and new Staff Survey results and outcomes  Independent analysis of results	Review of findings of Staff Survey complete: 31/3/18  New Staff Survey developed	Independent analysis of survey results completed: 31/3/17  Review of staff survey complete: TBC	Timeframe for completion of new staff survey	
4.3	Develop Complaints and Grievance Handling policies for the Fire and Rescue Authority	Review 'as is' model  Working with Fire SLT and staff, review existing processes and, drawing on learning and developments both internally and externally, develop refreshed complaints and grievance procedures.	Outcomes from initial scoping workshop – January 2018  Processes reviewed and developed – March 2018	Scope agreed: 31/1/18  Workshop held: 1/2/18  Review of 'as is' model and draft Complaints and Grievance Handling policy agreed: 31/3/18	To be identified	Workshop date in diary: 1/2/18

No.	Theme	Activity	Outputs / deliverables	Milestones	Interdependencies'	Progress
4.4	Implement a revised independent whistleblowing policy for the Fire and Rescue Authority	Review current ECFRS process and policy  Revise and develop policy as appropriate	Revised whistle blowing policy developed and agreed  Revised whistle blowing policy shared with staff and their representatives	Review of current Whistle Blowing Policy complete: TBC  Revised draft developed: 31/3/18	To be identified	
4.5	Staff diversity	Review of current recruitment process and programme	Refreshed recruitment programme  Diversity ambitions identified	Review of current recruitment processes complete: TBC  Diversity ambitions identified: TBC  Revised recruitment processes agreed: TBC	Recruitment of whole time Firefighters  Ongoing recruitment of On-Call Firefighters and Enabling Services	
4.6	Learning and Development	Review Learning and Development programme	Identify whether any gaps in existing programme  Develop action plan to address gaps	Review of Learning and Development programme complete: 31/3/18  Action plan agreed: TBC	To be identified	

No.	Theme	Activity	Outputs / deliverables	Milestones	Interdependencies'	Progress
4.7	Staff performance appraisal	Review staff appraisal programme to ensure it supports performance improvement and cultural change	Understanding of programme and current processes  Identification of gaps Implementation of improvements to address gaps and ensure of consistency of application across all staff.	Stage one: Complete review and gap analysis: March 18  Implementation complete – part of stage 2 plan: TBC	To be identified	
4.8	Rank to Role	Review rank to role process in order to understand process and outcomes	Briefing to Fire Performance and Resources Board: 18/12/17	Briefing to Fire Performance and Resources board held: 18/12/17	Rank to Role project – implementation of Rank to Role specialist posts ongoing	
<b>5.</b>	<b>STRATEGY, PLANNING, PERFORMANCE &amp; RESOURCES</b>					
5.1	Review 2020 programme and schedule of activity	Review of 2020 programme against current budget commitments  Wider review of 2020 programme	Review of 2020 programme	Completion of review against current budget commitments: By 31/12/17  Wider review complete: 31/3/2018	Current projects within P2020 in delivery	Completion of review against current budget commitments included within Budget Setting at Strategic Board
5.2	Fire and Rescue Plan	Produce plan for the development of the new Fire and Rescue Plan	Project plan to develop Fire and Rescue Plan developed and agreed  Fire and Rescue Plan agreed and published	Project plan agreed: 31/1/18  Fire and Rescue Plan agreed: TBC	Integrated Risk Management Plan (IRMP)	Schedule in production

No.	Theme	Activity	Outputs / deliverables	Milestones	Interdependencies'	Progress
5.3	Financial due diligence	Review and implement as appropriate recommendations from financial due diligence	Action plan developed and agreed	Review held at Performance and Resources Board: 9/11/17 <b>Complete</b>  Action Plan developed: 18/12/17	To be identified	Discussed at Performances and Resources Board: November  In response to the Financial Due Diligence Report an action plan is to be taken to Performance and Resources Board in 18/12/17
5.4	Agree cost sharing model	Develop cost sharing model across ECFRS and OPFCC	Cost sharing model developed and agreed:	Cost sharing model agreed: 31/1/18	To be identified	
5.5	Budget preparations and precept planning	Prepare 18/19 budget and precept plan	Paper to Strategic Board: December 2017	Budget paper completed: January 2018  Budget signed off at Police, Fire and Crime Panel: 22/1/18	To be identified	
<b>6.0</b>	<b>COMMUNICATIONS, ENGAGEMENT AND STAFF VOICE</b>					
6.1	Develop staff engagement programme with PFCC	Develop internal Communications Strategy for PFCC  Programme developed of face to face engagement	Internal Communications and Engagement strategy	Communications and Engagement Strategy agreed: 31/1/18	ECFRS Communications and Engagement Strategy	

No.	Theme	Activity	Outputs / deliverables	Milestones	Interdependencies'	Progress
		<p>Communications messages developed</p> <p>Develop stakeholder engagement map</p> <p>Focus groups with staff to harness their ideas for change</p> <p>PFCC blog</p>				
6.2	Use above to inform development of 'staff voice' programme	<p>To include:</p> <ul style="list-style-type: none"> <li>• Clear and accessible routes for staff to communicate with PFCC</li> <li>• Feedback mechanisms</li> <li>• You said; we did</li> </ul>		Staff Voice Programme agreed: TBC	ECFRS Your Voice Forum	
6.3	Develop public engagement approach	Agree approach to public engagement re: Fire and Rescue	External Communications and Engagement Strategy	External Communications and Engagement Strategy agreed: 31/3/18	To be identified	
6.4	Develop partner engagement approach	Develop approach to partner engagement	Partner Engagement Strategy	Partner Engagement Strategy agreed: TBC	Key projects where partners are involved	Ongoing
<b>7.</b>	<b>INDUSTRIAL RELATIONS</b>					
7.1	Develop effective engagement between PFCC and staff rep bodies	<p>Regular meetings set up with staff rep body</p> <p>Commit to engagement on all strategic developments / matters</p>	<p>Constitution reflects approach to union and staff rep body engagement</p> <p>Constitution reflects clarity between political and</p>		To be identified	<p>Initial meetings with Representative Bodies held 4/12/17</p> <p>Ongoing meetings with all</p>

No.	Theme	Activity	Outputs / deliverables	Milestones	Interdependencies'	Progress
			professional responsibilities for industrial relations			Representative Bodies planned prior to meetings of the Strategic Board
<b>8.</b>	<b>OPFCC STRUCTURE AND RESOURCE</b>					
8.1	Develop the Office of PFCC	Recruit OPFCC Head of Fire Performance and Resources  Develop OPFCC business, resource and budget plan for 2018/19	Head of Performance and Scrutiny fire recruited  First draft budget – December 2017  Draft business plan – end of January 2018	Head of Performance and Scrutiny Fire recruited: November 2017 <b>Complete</b>  Head of Performance and Scrutiny Fire in post: January 2018  Draft budget for 18/19 complete: 28/2/18  Draft business plan complete: 31/1/18	To be identified	Head of Performance and Scrutiny Fire appointed and planning to be in post: January 2018
<b>9.</b>	<b>LEGACY ISSUES</b>					
9.1	Review and address legacy issues	Review legacy cases  Identify appropriate legal advice  Identify issues and actions	Work programme underway  Legal advice identified and commissioned.  Understanding of all legacy cases achieved.		Dependant on nature of individual legacy cases	Ongoing

No.	Theme		Activity	Outputs / deliverables	Milestones	Interdependencies'	Progress
				Appropriate response to each legacy case delivered			