

**ESSEX POLICE, FIRE AND CRIME COMMISSIONER FIRE & RESCUE AUTHORITY**

Essex County Fire & Rescue Service

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| Meeting | **Strategic Board** | Agenda Item | 6 |
| Meeting Date | 4th January 2019 | Report Number |  |
| Report Author: | Ben Pilkington, Assistant Director (Programme 2020) | | |
| Presented By | Matt Furber, Assistant Chief Fire Officer | | |
| Subject | **Ten key SLT projects and Change Board Update** | | |
| Type of Report: | Discussion | | |

# Recommendations

1. Members of the Board are asked to note the contents of the report:

# BACKGROUND

1. Since the arrival of the new CEO/CFO the SLT, via the change board has developed ten priorities which the team will focus on over the next 12 months. The priorities were identified in order to address concerns raised over capacity as our business planning processes last year identified over 100 items of change impacting on manager’s workloads.
2. Since that time one of the priorities has reached effective completion (HOBS) and is to be replaced with the Local Business Case.
3. Further feedback received from the Peer Review Team suggested that a further review would be beneficial. The progress of that review is outlined in the following section.
4. Appendix A provides a current overview of live projects being monitored by the Change Board.

# Further review of priority activity

1. The review has been initiated and consists of 3 stages.
   1. Place the 10 priorities in order of importance
   2. Identify the dependencies between the pieces of work.
   3. Identify the resources required to deliver the work.
2. The output from the work will be a delivery plan that sees resources and effort focused on delivering the change identified as being most important. It is important to recognise that the first activities undertaken may not be those called out as most important as there are prerequisites, which need to be completed first.
3. The first step has been completed. The Service leadership Team considered the relative importance of the priorities at the Change Board on 7th November.
4. The second step has been completed and the interdependencies amongst the components of the priority pieces of work have been identified and mapped at a high level.
5. The third step – defining the resources and refining the delivery plan will be undertaken in the first 2 weeks of December. Once complete, reporting of progress will be focussed against these priorities.

# Benefits and Risk Implications

1. The risks and opportunities associated with each priority were captured in the initial prioritisation work. Project/programme documentation will be created for all areas of priority work (where it does not already exist) and will include development of risk registers.

# Financial Implications

1. Budgetory and resourcing issues for each of the prioirites are being identified. The intention is to focus the existing project and programme management resources to the delivery of the 10 priorities.
2. The priorities are at different stages of development, in some cases, for example the COSMOS programme, the resource requirements are already well quantified. In others, for example the work with on CRM (customer relationship management) work is underway to define the work required.

# Equality and Diversity Implications

1. Equaility impact assessments, if required, will be carried out as part planning for each priority.

# Workforce Engagement

1. The intention is for there to be separate engagement over the ten prioirites, but also each of the priorities themselves will identify necessary engagement/consultation required.

# Legal ImplicationS

1. A number of the priorities are important in focusing on complying with the Service’s statutory duties.

# Health & Safety Implications

1. The Health and Safety at Work Etc. Act 1974 (HSWA) sets out the statutory duties of employers to put suitable arrangements in place to assess organisational risks and have suitable plans in place to reduce the risks to as low as reasonably possible.