

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

Essex County Fire & Rescue Service

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| Meeting | **Strategic Board** | Agenda Item |  8 |
| Meeting Date | 4th January 2019 | Report Number |  |
| Report Author: | Ben Pilkington, Assistant Director (Programme 2020) |
| Presented By | Ben Pilkington, Assistant Director (Programme 2020) |
| Subject | **Programme 2020 Update** |
| Type of Report: | Information |

# Recommendations

1. Members of the Board are asked to note the content of the report.

# BACKGROUND

1. Through Programme 2020 the Service developed and consulted upon a number of options for change, one of which was selected by the Fire Authority in June 2016. This report updates members of the Board on the progress of those planned changes.

# PROGRESS UPDATE

1. **Appliance removal and employee relocation project – COMPLETE**

*The project planned and delivered the removal of appliances from Corringham, Orsett, Rayleigh Weir and Loughton and the associated employee relocations.*

All planned removals have now taken place.

1. **On-call conversion project – IN PROGRESS**

*Conversions of Dovercourt, South Woodham Ferrers, Waltham Abbey and Great Baddow stations from day crew to on-call and conversion of Clacton’s second appliance from whole-time to on-call.*

**Clacton**

The Clacton conversion is progressing well. The on-call crew have reached planned headcount and firefighters are progressing through acquisition and development stages of their new-recruit training programme.

**Day Crew Converting Stations**

With converting stations not reaching the anticipated headcount to be confident of stations being ready to convert as planned a revised plan has been developed and approved. This includes;

* Individual project change plans - recognising and supporting specific requirements for each converting station.
* Greater employee engagement and involvement – both day crew and on-call colleagues encouraged to play active part in the changes.
* New marketing and recruitment campaigns – new approaches, new technology, wider reach, encouraging diversity.
* Developing new training approaches – more flexibility, more opportunities.
* Proposed change from full conversion at March 2020 to phased conversion, with whole-time employees continuing to provide support until March 2021.

The table below shows the current staffing levels at the converting stations.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Budgeted FTE** | **Current FTE** | **WMs** | **CMs** | **Drivers** |
| **Clacton** | **18** | **18** |  |  |  |
| **Dovercourt** | **23** | **14** | **1** | **2** | **2** |
| **SWF**  | **18** | **4** |  |  | **1** |
| **Waltham Abbey** | **18** | **9** |  |  |  |
| **Great Baddow** | **18** | **2** |  |  |  |

1. **Special appliance relocation project – IN PROGRESS**

*Review of the Service specialist capability asset numbers and locations following the programme 2020 options for change and agreed operational model. Delivery of any agreed movements and changes.*

The initial review of locations has been completed and the project is now in the process of undertaking the relocations.

Completed relocations:

Incident command united relocated from Clacton to Frinton - January 2018

Water bowser relocated from Chelmsford to Corringham - November 2017

Aerial Ladder Platform (ALP) removed from Harlow - May 2018

Detection Identification Monitoring vehicle (DIM) relocated from Epping to Harlow May 2018

Training continues to enable the remaining conversions to take place. The final arrangements are underway for the transfer of swift water rescue from Waltham Abbey to Loughton and the animal rescue unit from South Woodham Ferrers to Chelmsford.

The transfer of Swift Water Rescue from Dovercourt to Colchester is still due to occur in November 2019

1. **Off-road vehicle replacement – IN PROGRESS**

*Replacement of the existing Pinzgauers as they reach end of life with specific off-road capability vehicles. This includes specification development, procurement, training and roll out.*

There will be a delay in the delivery of the replacement vehicles from the body builder – build dates are now expected in April and May 2019.

1. **Firefighters delivering differently – IN CLOSURE**

*Roll out of new approach to delivering community safety activity using experience gained in the 2015 Delivering Differently in Neighbourhoods pilot. Rolling out across all On-Call and whole-time fire stations, Firefighters will be more involved in determining what community safety activity happens in their local area and local communities engaged.*

The project is now in closure and effort will now focus on aligning responsibility for delivery of safer community activity to fire stations.

1. **Home safety model – COMPLETE**

*This project was to build capacity to enable delivery of Safe and Well visits (Level 1 & 2) which focus on a broader range of health issues, including issues relating to winter-related ill-health (including falls, social isolation, cold homes and flu) and home security.*

Project closed.

1. **Removal of the second appliance from Frinton - COMPLETE**

*The specific work to ensure timely removal of the second appliance from Frinton was treated separately form the other removals as the-time frames were different.*

The appliance was removed from operational service on 3rd January 2018.

# Benefits and Risk Implications

1. The risk around delivery of Programme 2020 is captured in Strategic Risk SRR150018 - The Service does not deliver changes set out in the 2020 programme which identified financial savings and thus cannot deliver against its medium term financial plan. The following control measures have been assigned:
	1. Reporting of Medium-term financial plan to be included in monthly finance to SLT.
	2. Monthly reports of progress of the Service's progress against the On-call conversion programme.
	3. Complete a review of all projects within the 2020 programme, and provide a status and lessons learnt report
	4. Produce a new implementation plan for 2020 programme for PFCC approval at P&R 24 September 2018.

# Financial Implications

1. The set of changes and strategy approved through Programme 2020 formed the efficiency plan accepted by government and providing a four-year funding settlement (2016/17 to 2019/20).
2. The Authority’s ability to reduce costs through the changes to the crewing system for

appliances from whole-time firefighter to On-Call firefighters is largely determined by the speed at which new staff can be recruited, trained and developed to become competent firefighters. The use of reserves to balance the budget during the development period for On-Call firefighters was set out in the efficiency plan.

1. The impact of the delays in the On-Call conversion project have been factored into the 19/20 budget setting process and revision of the medium term financial plan.

# Equality and Diversity Implications

1. None arising from this report.

# Workforce Engagement

1. None directly from this report.

# Legal ImplicationS

1. None from the contents of this report.

# 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.