

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

Essex County Fire & Rescue Service

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| Meeting | **Performance & Resources Board** | Agenda Item | 4 |
| Meeting Date | 28th 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.

# progress update – 10 priorities

1. **ICT Refresh Programme – Jan Swanwick -** Work is currently being completed to understand what opportunities there are for the Service from ICT perspective. A report is due to be completed in March for the PFCC’s consideration. The Director of PPR has monthly meetings with the ICT Department managers where performance of systems are monitored, and an action plan for the next 12 months has been completed.
2. **IRMP/2020/Post 2020 – Ben Pilkington -** The timeline for the new IRMP is due for approval at the Strategic Board in January following the conclusion of the Fire and Rescue Plan consultation. The current aim is to have finalised the new IRMP by January 2020. Further detail on the progress of the 2020 programme is provided in the paper.
3. **Corporate Risk Management – Dave Bill -** The improvement of Risk Management is continuing, with the number of Strategic Risks having been added to significantly. There are quarterly meetings held with the Director of PPR, the risk owners and those that are responsible for the delivery of the control measures, the first one of these was held in November 2018. The progress for the Strategic Risk Register is reported to the Audit Committee and risks that are rated above 8 are currently being escalated to the PFCC via the P&R Board as per Service policy.
4. **HMI Inspections – Tracy King -** The Service continues to prepare for the inspection due later this year. A task force has been established, and regular meetings are being held with managers. A report has been drafted for the PFCC on the implications for the Service following publication of the outcome of the tranche one inspections.
5. **People Structures Project – Ben Pilkington -** The final appeals for rank to role are being completed. The talent pool process continues to evolve and a working group to further develop the talent pool based on the feedback from candidates and the representative bodies has been established. The new SLT will largely be in place from April 2019, and this will then lead to a review of the Service’s management structure. The transition of green book roles to the new pay grading has been completed.
6. **Service Response to Grenfell – Moira Bruin -** The Service continues to monitor the current inquiry and the outcomes from the Hackitt review. The Service already has a succession plan in place for its Technical Fire Safety Department and is up-skilling personal in Technical Fire Safety in preparation for the anticipated changes to legislation. This will be more formally reported to the PFCC in further detail in a subsequent report.
7. **CRM – Moira Bruin -** A number of workshops have now been held with CRM users to identify and prioritise the issues. Work streams led by relevant users have, where possible, started to progress rectification work. It is now recognised that the Service will need to invest in additional, specialist resource(s) to manage the system and resolve the issues. A single point of focus for CRM ownership, particularly for dealing with suppliers is likely to be the single most important step which can be taken to move the system forward.
8. **Operational Training Facilities – Colette Black -** Additional resources have been identified in the Service budget for 2019-20, which is going to the Police and Fire Panel in February. A plan has been drafted for how these resources will be utilised, which will be provided to the PFCC for ratification in January/February 2019. Work with the Representative Bodies in this area has seen an improvement, and the unions have been involved in the recent planning to date.
9. **COSMOS – Matt Furber –** The Service is currently working with Essex Police who are in the latter stages of the implementation of APD ICCS system. A decision sheet to extended ECFRS current ICCS and CAD solutions has been signed. Timescales are a concern. New MDTs are currently been installed throughout the Service, this is progressing well with positive feedback received from crews. The significant improvement of and/or replacement of ERB will be the next step to offer more support to On-call colleagues.
10. **HOBs Phase 1 – Matt Furber -** The new system when live in December. The first pay run took place in January, the delivery team are current working their way through a number of issues raised. Some issues are down to the new ways of working (i.e. manager sign-off needed), those that are due to how the system is set-up are being worked through with CIVICA.

# 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. As a result of feedback received following the Peer Review and learning drawn from the Tranche 1 HMICFRS report it was decided to further rationalise the number of priorities that would be addressed by SLT in the short term. Those priorities not selected in this regard will be scheduled for delivery at a later date.
4. The results of the updated review of priorities will be presented at the Change Board 21st January 2019. The Change Board will be asked to support a recommendation that identifies a reduced number of priorities with further sequencing to follow.
5. In reaching the recommendation interdependencies amongst the components of the priority pieces of work were identified and mapped at a high level. Resources to support the work have also been carefully considered.

# 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 reduced number of 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 each of the priorities to 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.