

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

Essex County Fire & Rescue Service

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| Meeting | ECFRS Strategic Board | Agenda Item | 5 |
| Meeting Date | 7 March 2019 | Report Number |  |
| Report Author: | Ben Pilkington, Assistant Director (Programme 2020) | | |
| Presented By | Matt Furber, Assistant Chief Fire Officer | | |
| Subject | Change Board Update | | |
| Type of Report: | Discussion | | |

# Recommendations

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

# BACKGROUND

Since the arrival of the new CEO/CFO the SLT, via the change board has developed ten priorities which the team will focus on in the short to medium term. 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.

1. Further feedback received from the Peer Review Team suggested that a further review would be beneficial.
2. This review consisted of three stages which; placed the priorities in order of importance, mapped the dependencies between the pieces of work and defined the resources required. This identified a number of activities which needed to be completed early in the sequence to enable later delivery of the 10 key priorities. These were:
3. Operational availability management
4. Competency management
5. Digital strategy
6. Intranet update
7. CRM
8. 4i and IRS upgrade
9. Further detail against each of the 6 enabling projects is given in appendix A.
10. The output from this work is a delivery plan (see Appendix B) 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.
11. Appendix C provides a current overview of live projects being monitored by the Change Board. Future reports will be aligned to the templates used in appendix 6 giving a consistent approach to all activity across the Service.

# 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. 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 what will be 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.