



<b>Meeting</b>	<b>Strategic Board (Fire and Rescue)</b>	Agenda Item	6
<b>Meeting Date</b>	5 June 2019	Report Number	
<b>Report Author:</b>	DCFO Rick Hylton		
<b>Presented By</b>	DCFO Rick Hylton		
<b>Subject</b>	<b>Change Board, People Board, and Continuous Improvement Board Terms of Reference (ToR) and Programme Update</b>		
<b>Type of Report:</b>	Information		

## RECOMMENDATIONS

This paper is for information only and is provided as an update on the programmes of work shown above. Members of the ECFRS Strategic Board are asked to NOTE the contents.

## BACKGROUND

The Terms of Reference for each of the new internal Boards have been created to maintain effective governance over each of the Boards and their work. These Terms were all agreed at the SLT meeting of the 23 April with the caveat that they are revisited annually and the validity of purpose and membership has been measured.

## OPTIONS AND ANALYSIS

Inaugural meetings of all of the new Boards have now been held and work continues subsequent to these meetings to finalise the ToR documents.

## BENEFITS AND RISK IMPLICATIONS

The benefits of each Board are individual but each ensures focus on a particular programme of work that combine to move the organisation forward in a positive manner. The Boards will be proactive in nature and provide advice and guidance on the strategic direction of the organisation while recognizing areas of good practice and development. This is an additional level of internal scrutiny and transparency.

## **FINANCIAL IMPLICATIONS**

There are no financial implications arising from this update but it should be noted that the CIB has a focus on monitoring revenue and spend.

## **EQUALITY AND DIVERSITY IMPLICATIONS**

None specifically arising from this update and it should be noted that the People and Strategy Board is part of the active process of ensuring that Inclusion and Diversity remain at the forefront of the organisation's culture change process.

## **WORKFORCE ENGAGEMENT**

Representatives on all the new Boards are drawn from across the ECFRS including representatives from Green and Grey book staff. The agenda and associated papers will be published electronically and be available in hard copy on request.

## **LEGAL IMPLICATIONS**

These Boards will support the work of the ECFRS towards achieving the Fire and Rescue plan and Integrated Risk Management Plan. In all cases they will operate in accordance with the Constitution of the Essex Police, Fire and Crime Commissioner Fire & Rescue Authority, in particular having regard to the scheme of Delegated Authority, Procedure Rules, Constitutional Framework and Rules on Conduct and Probity.

## **HEALTH AND SAFETY IMPLICATIONS**

None specific to this report



SLT 23.04.2019; SLT AGENDA ITEM 3A; SLT PAPER REF 19-107

## Essex County Fire & Rescue Service

### **CHANGE BOARD**

### **TERMS OF REFERENCE**

## **CONTEXT**

The Change Board is a core element of the Authority's corporate governance arrangements overseeing the governance of change activity within the Service.

These Terms of Reference should be read in conjunction with the Service Leadership Team Code of Conduct.

## **MEMBERS OF THE CHANGE BOARD**

The members of the Change Board are key leaders in the Service and are advocates of continuous improvement, progression, innovation and change. Members will be appointed to the Change Board by the SLT. Membership of the Change Board will comprise:

- Director of Innovation, Risk and Future Development (Chair)
- Director of Operations (PP&R)
- Director of Corporate Services
- Assistant Chief Executive Officer People, Values and Culture
- Finance Sec 151 Officer
- Assistant Chief Fire Officer Service Improvement
- Assistant Director 2020 Programme
- Head of Corporate Communications
- Chief Executive Officer Office Police and Fire Crime Commissioner

## **PURPOSE**

To work strategically, directing change within ECFRS to support the Essex Police, Fire and Crime Commissioner Fire & Rescue Authority's Strategic Vision "To make Essex a safe place to live, work and travel".

To work strategically and collaboratively to ensure that ECFRS change programme is aligned to the Integrated Risk Management Plan, Continuous Improvement Plan and Fire and Rescue Plan.

The monitoring and delivery of benefits realisation plans arising from programmes and projects;

To provide a forum where all change activity throughout the organisation is visible and subject to common control processes.

To ensure that collaboration is a key focus of the Service's change programme.

To make recommendations in respect of Business as Usual (BAU) activities, Initiatives, projects and programmes with regard to prioritisation, interdependencies and the impact of change.

## **KEY ROLES**

Subject to matters reserved to the Essex Police, Fire and Crime Commissioner Fire & Rescue Authority, the Change and Performance Board will, under the general guidance and direction of the Chair:

- Operate in accordance with the Constitution of the Essex Police, Fire and Crime Commissioner Fire & Rescue Authority, in particular having regard to the scheme of Delegated Authority, Procedure Rules, Constitutional Framework and Rules on Conduct and Probity.
- Support the delegation of responsibilities to named officers in the Scheme of Delegated Authority
- Ensure that the Service is resilient, demonstrating value for money and making effective, efficient and economic use of resources.
- Provide cohesive strategic leadership, direction, governance and management of change and performance within the Service.
- Provide strategic oversight for organisational programmes and projects, discharging responsibilities for authorising gateways.
- Monitor and delivery benefits realisation plans arising from programmes and projects;
- In respect of change and performance management, identify and address corporate risks, threats and opportunities, review the effectiveness of control measures, identify risk management improvement plans where necessary and provide assurance that the risk mitigation and control environment remains effective ;
- Ensure that our people are involved and engaged in order to deliver excellence.
- Consider any other matters as deemed appropriate.

## **FREQUENCY OF CHANGE BOARD MEETINGS**

The Change Board normally meets on a monthly basis. For a meeting to be deemed quorate a minimum of five members must be present which must include at least three members of SLT, of which 2 must be Directors or ACFO.

Other managers will be called into the meeting from time to time to discuss specific matters.

## **DECISION MAKING PROTOCOLS**

The Change Board will seek consensus on matters, although in a healthy management environment this is not always possible. In the event of consensus not being achieved, the Chair will determine the way forward.

## MEETING PROCEDURES AND PROCESS

1. The agenda for the meeting will be prepared by the 2020 Programme Team and will be published by 5pm on the Friday prior to the meeting.
2. The agenda will be distributed electronically and hard copies will only be provided on request.
3. The 2020 Programme Team facilitate these meetings and produce an action sheet, distributed to the Board Members and relevant Officers to action.

## AGENDA FOR CHANGE BOARD MEETINGS

	Item	Lead
1.	Apologies	PgT
2.	Minutes of last meeting and matters arising	Chair
3.	Actions	Chair
4.	In progress change	
4.a	Progress report (by exception)	Assistant Director 2020 Programme
4.b	Risks	Assistant Director 2020 Programme
4.c	Issues	Assistant Director 2020 Programme
5.	Gateway decision papers	Relevant sponsors
6.	Benefits register	Assistant Director 2020 Programme
7.	Lessons Learnt Action Log	Chair
9.	Any other business	

## MINUTES OF MEETINGS

The business conducted at the Change Board, the decisions taken and actions required, are recorded in minutes and are published on the SLT portal normally within three working days of ratification by the Change Board.

## REVIEW/EVALUATION

These Terms of Reference will be reviewed annually as part of the annual review of the governance arrangements of the Essex County Fire & Rescue Service.



Essex County Fire & Rescue Service

## **PEOPLE STRATEGY BOARD**

## **TERMS OF REFERENCE**

SLT 23.04.2019; SLT AGENDA ITEM 3B; SLT PAPER REF 19-108

## CONTEXT

The People Strategy Board is a core element of Essex County Fire & Rescue Service (ECFRS) in ensuring that we are aligning the key deliverables shown below to the overall strategic objectives of the organisation.

- Culture, Engagement and Inclusivity across all of our people
- Leadership, Talent Management and Succession Planning
- Recruitment and Development
- Organisational learning and performance
- Safety and employee wellbeing
- Employee recognition

The People Strategy Board recognises that our workforce is our most valuable asset and is crucial to achieving our core purpose. The board will ensure that organisationally we support and value our workforce as we continue our transformational journey.

## MEMBERS OF THE PEOPLE STRATEGY BOARD

The members of the board are key leaders in the Service and are advocates of ECFRS People Strategy. Members will be appointed to the People Strategy Board by SLT. Membership of the People Strategy Board will comprise:

- The Director of Corporate Services (Chair)
- Assistant Director of HR
- Assistant Chief Executive Officer, People Values & Culture
- Inclusion & Diversity Business Partner
- Heads of Department
- TBC

## PURPOSE

The role of the People Strategy Board is to provide strategic advice and oversight of ECFRS people strategy, policy and practice, to ensure that the organisation is effectively managing in line with our core vision and values. Furthermore, it must be in keeping with best practice and monitoring how our people strategies are contributing to improved organisational performance and culture.

The People Strategy Board will be governed by a set of key principles which will permeate across all aspects of decision making. These principles will assist by adding focus and direction to our strategic aim of training, developing and maintaining a well-skilled, diverse workforce that is sustainable and delivers a high quality fire and rescue service across the communities of Essex.



## PRINCIPLES

- To be proactive in providing advice and guidance on the strategic direction of the organisations overall people objectives ensuring our policies and procedures are people focused.
- To encourage innovation with respect to ECFRS employment policies that offer flexible solutions, positioned to support a mobile workforce that is agile in adapting to changes in business requirements and working practices.
- To receive advice from and provide support to the all members in relation to matters of corporate interest and provide a forum for input, discussion and feedback on contemporary people practice.
- To identify external and internal developments and drivers which are relevant to ECFRS success to help inform its strategic people priorities. These priorities should take advantage of best practice and seek to provide the best service for our workforce.
- To keep under review arrangements for monitoring staff engagement and opinions whilst seeking to build good communication and trust to achieve early resolution on any issues, working together to develop our organisation. Good working relationships with local representatives and recognised unions is essential.
- To ensure the Organisations People Strategy and its implementation continues to be consistent with stakeholder expectations. This should include actively working and sharing information with our key partners to add value to ECFRS and improve efficiencies and effectiveness.
- To actively promote equality across our workforce and through our services in the community. Increasing the diversity of our workforce through positive actions.
- To monitor the key performance indicators with regard to the agreed strategic people objectives using accurate data and information to support our decision making, business planning and management functions.
- To provide advice on the effective management of the key risks ECFRS is seeking to manage in the context of realising its People Strategy but also ensuring that the safety of staff will be at the heart of all that we do.
- To ensure that our people are involved and engaged in order to deliver quality and excellence.

## FREQUENCY OF PEOPLE STRATEGY BOARD MEETINGS

The People Strategy Board will be scheduled to meet on a quarterly basis. For a meeting to be deemed quorate a minimum of five members must be present. The Director of Corporate Services or appropriately identified deputy must be present at all of the meetings.

Other managers may be called into the meeting periodically to discuss specific matters arising.

The board may consider urgent matters through out of meeting correspondence but must have appropriate governance arrangements in place.

## DECISION MAKING PROTOCOLS

The People Strategy Board will seek consensus on matters, although in a healthy management environment this is not always possible. In the event of consensus not being achieved, the Director of Corporate Services will determine the way forward.

## MEETING PROCEDURES AND PROCESS

1. The agenda for the meeting will be prepared by the Executive Support Office and will be published by.....TBC
2. The agenda and associated papers will be distributed electronically and hard copies will only be provided on request.
3. The Executive Support office will facilitate these meetings and produce an action log to be distributed to the Board Members and relevant Officers to action.

## AGENDA FOR PEOPLE STRATEGY BOARD MEETINGS

	<b>Item</b>	<b>Lead</b>
1.	Apologies	Executive Support Office
2.	Minutes of last meeting and matters arising	Chair
3.	Actions	Chair
4.	Quarterly Performance Report	TBC
5.	In progress change	Chair
6.	Progress report (by exception)	
6.a	Risks	
6.b	Issues	
7.	Decision papers	
8.	Any other business	

## **MINUTES OF MEETINGS**

The business conducted at the People Strategy Board, the decisions taken and actions required, are recorded in minutes and are published on the SLT portal normally within three working days of ratification by the Change and Performance Board.

## **REVIEW/EVALUATION**

These Terms of Reference will be reviewed annually as part of the annual review of the governance arrangements of Essex County Fire & Rescue Service.

DRAFT



Essex County Fire & Rescue Service

## **CONTINUOUS IMPROVEMENT BOARD**

### **TERMS OF REFERENCE**

SLT 23.04.2019; SLT AGENDA ITEM 3C; SLT PAPER REF 19-108

## **CONTEXT**

The Board has been established to enable Essex County Fire and Rescue Service (ECFRS) to develop and embed continuous improvement as part of its culture. Ensuring that suitable progress is being made against organisational and National priorities and that resources are being effectively and efficiently utilised.

## **MEMBERS OF THE CONTINUOUS IMPROVEMENT BOARD**

- Deputy Chief Fire Officer (Chair)
- Director of Innovation, Risk and Future Development
- Assistant Director HR
- Assistant Director Health & Safety/Ops Assurance
- Head of Comms
- S151 Officer
- Assistant Director Ops Delivery
- Head of Performance and Scrutiny – Fire and Rescue - OPFCC
- Assistant Director – Business Planning and Performance

This meeting is chaired by the Deputy Chief Fire Officer or a nominated person by the DCFO in their absence.

## **PURPOSE**

The Board will enable the Service Leadership Team (SLT) to maintain effective oversight for the totality of the Fire and Rescue Service and hold to account the organisation for the delivery of service and the objectives of the Integrated Risk Management Plan and subsequent delivery of the priorities of the Fire and Rescue Plan.

A key aspect of the Improvement Board is to identify good practice and performance whilst also recognizing areas of development to information organizational planning.

## **PRINCIPLES**

The Board will:

- Scrutinise, support and challenge the overall performance of the Fire and Rescue Service against the specific performance measures and objectives of the IRMP and the Service Improvement Plan
- Identify good practice and performance
- Hold lead officers to account for the functions, objectives and performance measures under their direction. Quarterly monitoring needs to include all elements of the assurance framework:
  - HR
  - Health & Safety
  - Ops Assurance
  - Compliments and complaints

- Audit issues
- Survey results
- Report into SLT on quarterly basis and advise the Service Leadership Team on the actions being taken to maintain an efficient, effective and economic Fire and Rescue Service for Essex
- Propose areas or themes of work for the Performance and Resources Board for further scrutiny, challenge or support
- Monitor actual revenue spend against budget, and the forecast outturn, advising to SLT corrective action where appropriate in order to further advance priorities of the Service
- Monitor actual and forecast capital expenditure and resourcing against the capital programme and advise SLT on progress achieved
- Publish the agenda and minutes to ensure transparency of process and allow for review and scrutiny
- Ensure performance measures are challenging and appropriate to ensure that areas scrutinized are aligned to the organisational priorities
- To approve the Service quarterly reports prior to submission to SLT and Performance & Resources Board

## **FREQUENCY OF CONTINUOUS IMPROVEMENT BOARD MEETINGS**

The Board will meet quarterly. The calendar of meetings shall be agreed at the start of the year.

Unless otherwise agreed, formal notice of each meeting confirming the venue, time and date together with the agenda of items to be discussed, will be forwarded to each member of the Board, and any other person required to attend, no later than five working days before the date of the meeting.

## **DECISION MAKING PROTOCOLS**

The People Strategy Board will seek consensus on matters, although in a healthy management environment this is not always possible. In the event of consensus not being achieved, the Director of Corporate Services will determine the way forward.

## **MEETING PROCEDURES AND PROCESS**

1. The agenda for the meeting will be prepared by the Executive Support Office and will be published by
2. The agenda and associated papers will be distributed electronically and hard copies will only be provided on request.
3. The Executive Support office will facilitate these meetings and produce an action log to be distributed to the Board Members and relevant Officers to action.

## AGENDA FOR CONTINUOUS IMPROVEMENT BOARD MEETINGS

	Item	Lead
1.	Apologies	Executive Support Office
2.	Minutes of last meeting and matters arising	Chair
3.	Actions	Chair
4.	Quarterly Performance Report	TBC
5.	In progress change	Chair
6.	Progress report (by exception)	
6.a	Risks	
6.b	Issues	
7.	Decision papers	
8.	Any other business	

### MINUTES OF MEETINGS

The business conducted at the Continuous Improvement Board, the decisions taken and actions required, are recorded in minutes and are published on the SLT portal normally within three working days of ratification by the Continuous Improvement Board.

### REVIEW/ EVALUATION

These Terms of Reference will be reviewed annually as part of the annual review of the governance arrangements of Essex County Fire & Rescue Service.