



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 organizational and National priorities and that resources are being effectively and efficiently utilized.

MEMBERS OF THE PEOPLE STRATEGY BOARD

- Deputy Chief Fire Officer
- Director 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 inform 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 organizational 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.