

ESSEX FIRE AUTHORITY

Essex County Fire & Rescue Service



Meeting of Essex Fire Authority

10:00	Wednesday, 28 June 2017	ECFRS Headquarters, Kelvedon Park, Rivenhall, Witham, CM8 3HB
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Quorum: At least one third of the total membership (9), to include a representative from each of the three constituent Councils

Membership

Councillor Barry Aspinell
Councillor Jo Beavis
Councillor Dave Blackwell
Councillor Jenny Chandler
Councillor Andy Erskine
Councillor Fay Evans
Councillor Mike Garnett
Councillor Mike Hardware
Councillor Anthony Hedley
Councillor Ivan Henderson
Councillor Ann Holland
Councillor Paul Honeywood
Councillor Cathy Kent
Councillor June Lumley
Councillor Bob Massey
Councillor Maggie McEwen
Councillor John Moran
Councillor Ron Pratt
Councillor Wendy Schmitt
Councillor Andrew Sheldon
Councillor Kerry Smith
Councillor Anne Turrell
Councillor Aaron Watkins
Councillor Andy Wood
Councillor Ron Woodley

The Essex Police and Crime Commissioner, in his capacity as Chairman of the Emergency Services Collaboration Strategic Governance Board, is invited to attend meetings to offer strategic collaboration information in respect to agenda items.

**For information about the meeting please ask for:
Sophie Campion (Committee Officer, Essex County Council)
033301 34587 / sophie.campion@essex.gov.uk**

Essex Fire Authority and Committees Information

Meetings of the Authority and its committees are open to the press and public, although they can be excluded if confidential information is likely to be considered.

Meetings are held at Essex County Fire and Rescue Service Headquarters, Kelvedon Park, Rivenhall, Witham, CM8 3HB. A map can be found on the Essex County Fire and Rescue Service's website (www.essex-fire.gov.uk); from the Home Page, click on 'Contact Us'.

There is ramped access to the building for wheelchair users and people with mobility disabilities.

Please report to Reception when you arrive. The meeting rooms are located on the ground and first floors of the building and are accessible by lift where required.

If you have a need for documents in an alternative format, in alternative languages or in easy read please contact the Committee Services Manager (contact details on the front page) before the meeting takes place. If you have specific access requirements please inform the Committee Services Manager before the meeting takes place.

The agenda is also available on the Essex County Fire and Rescue Service website, (www.essex-fire.gov.uk). From the Home Page, click on 'Essex Fire Authority', then scroll down the page and select the relevant documents.

Part 1

(During consideration of these items the meeting is likely to be open to the press and public)

	Pages
1 Apologies for Absence	
2 Declarations of Interest To note any declarations of interest to be made by Members in accordance with the Members' Code of Conduct	
3 Minutes - Essex Fire Authority: 14 June 2017 To approve as a correct record the minutes of the Authority's AGM held on 14 June 2017	7 - 14
4 Chairmans Announcements	15 - 16
 Decision Items	
5 Change in Membership of Essex Fire Authority To consider the report of the Clerk and Monitoring Officer (EFA/076/17)	17 - 20
6 Annual Performance Report To consider the report of the Director for Transformation (EFA/077/17) - <i>To Follow</i>	
 Information Items	
7 Staff Survey Outputs To receive a presentation from People Insight (EFA/079/17) - <i>To Follow</i>	
8 Progress Report on the delivery of the work programme required to improve the culture within Essex Fire and Rescue Service To receive the report of the Acting Chief Fire Officer (EFA/080/17) and Appendix	21 - 30

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|-----------|---|----------------|
| 9 | Essex Fire Authority Strategy Progress Update and 2020 Programme - 6 monthly Review
To receive the report of the Acting Chief Fire Officer (EFA/081/17) | 31 - 36 |
| 10 | Local Business Case for Joint Governance of Police and Fire and Rescue in Essex - Update
To receive the report of the Acting Chief Fire Officer (EFA/082/17) | 37 - 42 |
| 11 | Report to Constituent Authorities
To receive the report of the Committee Secretary (EFA/083/17) | 43 - 44 |
| 12 | Date of Next Meeting
To note that the next meeting of the Authority will take place on Wednesday 6th September 2017 at 10.00am. | |
| 13 | Urgent Business
To consider any matter which in the opinion of the Chairman should be considered in public by reason of special circumstances (to be specified) as a matter of urgency. | |

Exempt Items

(During consideration of these items the meeting is not likely to be open to the press and public)

To consider whether the press and public should be excluded from the meeting during consideration of an agenda item on the grounds that it involves the likely disclosure of exempt information as specified in Part I of Schedule 12A of the Local Government Act 1972 or it being confidential for the purposes of Section 100A(2) of that Act.

In each case, Members are asked to decide whether, in all the circumstances, the public interest in maintaining the exemption (and discussing the matter in private) outweighs the public interest in disclosing the information.

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|-----------|--|--|
| 14 | EFA (Trading) Ltd - Shareholders Report 2016-17 | |
| | <ul style="list-style-type: none"> • Information relating to the financial or business affairs of any particular person (including the authority holding that information); | |

15 Consultation on Pay

- Information relating to any consultations or negotiations, or contemplated consultations or negotiations in connection with any labour relations matters arising between the Authority or a Minister...

16 Urgent Exempt Business

To consider in private any other matter which in the opinion of the Chairman should be considered by reason of special circumstances (to be specified) as a matter of urgency.



Minutes of the meeting of the Essex Fire Authority, held on Wednesday, 14 June 2017

Present:

Chairman: Councillor A Hedley

Vice-Chairman: Councillor A Holland

Councillors:

J Beavis	B Massey
D Blackwell	M McEwen
J Chandler	J Moran
M Garnett	R Pratt
M Hardware	W Schmitt
I Henderson	K Smith
P Honeywood	A Turrell
C Kent	A Watkins
J Lumley	A Wood

The following Officers were present in support throughout the meeting:

Adam Eckley	Acting Chief Fire Officer
Dave Bill	Director of Prevention, Protection and Response
Mike Clayton	Finance Director and Treasurer
Shirley Jarlett	Clerk and Monitoring Officer to the Authority
Sophie Campion	Committee Officer

Roger Hirst, Essex Police and Crime Commissioner, was also in attendance.

**1 Election of Chairman
The Clerk and Monitoring Officer, Shirley Jarlett, in the Chair**

It having been proposed by Councillor A Holland, seconded by Councillors F Evans and A Wood, it was

Resolved:

That Councillor A Hedley be elected Chairman of Essex Fire Authority for the forthcoming year.

2 Appointment of Vice-Chairman

It having been proposed by Councillor A Hedley and seconded by Councillors F Evans and A Wood, it was

Resolved:

That Councillor A Holland be appointed Vice-Chairman of Essex Fire Authority for the forthcoming year.

Councillor A Hedley in the Chair**3 Apologies for Absence**

Apologies for absence were received from Councillors A Erskine, A Sheldon, F Evans, J Ware-Lane and B Aspinell.

4 Declarations of Interest

Members made the following declarations of interest in relation to item 12 of the agenda on the Local Business case for Joint Governance of Police and Fire and Rescue:

Councillor	Type of Interest	Nature of Interest
Kerry Smith	Code	Basildon Council representative and Vice Chairman of LGA Fire Service Management Committee
Jo Beavis	Code	LGA Safer and Stronger Communities Board
June Lumley	Code	Deputy to District Council Cabinet Member and member of Essex Police and Crime Panel
Wendy Schmitt	Code	Deputy Chairman of Essex Police and Crime Panel
Ann Holland	Code	Member of Essex Police and Crime Panel

5 Welcome

The Chairman welcomed new Members of the Authority to their first meeting.

6 Minutes - Essex Fire Authority: 12 April 2017

The Minutes of the Essex Fire Authority meeting held on 12 April 2017 were approved as a correct record and signed by the Chairman.

7 Minutes - Essex Fire Authority: 25 April 2017

The Minutes of the special meeting of the Essex Fire Authority held on 25 April 2017 were approved as a correct record and signed by the Chairman.

8 Membership of Essex Fire Authority and Dates of Future Meetings

The Authority considered a report (EFA/067/17) by the Clerk and Monitoring Officer which detailed the membership of the Authority, indicating where nominations were required to fill vacant positions on committees and external bodies. In addition, the report advised of future meeting dates for the Authority and its committees, and provided details of attendance at EFA committees for the business year 2016/17.

Resolved

1. That Group Spokespersons be appointed as follows:

Labour: Councillor C Kent
 Liberal Democrat: Councillor B Aspinell
 Non-aligned: Councillor D Blackwell

2. That Members be appointed to committees as follows:

Policy and Strategy Committee

10 Members: 7 Conservative, 1 Labour, 1 Liberal Democrat, 1 Non-aligned

Councillor A Hedley (Chairman)	Councillor A Erskine
Councillor A Holland (Vice-Chairman)	Councillor C Kent
Councillor B Aspinell	Councillor M McEwen
Councillor D Blackwell	Councillor A Sheldon
Councillor J Chandler	Councillor A Wood

Audit, Governance and Review Committee

15 Members: 11 Conservative, 2 Labour, 1 Liberal Democrat, 1 Non-aligned

Councillor A Turrell (Chairman)	Councillor J Lumley
Councillor A Watkins (Vice-Chairman)	Councillor B Massey
Councillor J Beavis	Councillor J Moran
Councillor F Evans	Councillor R Pratt
Councillor M Garnett	Councillor W Schmitt
Councillor M Hardware	Councillor K Smith
Councillor I Henderson	Councillor J Ware-Lane
Councillor P Honeywood	

Joint Standards Committee with Essex County Council

Essex County Council	Councillor J Moran
Southend Borough Council	Councillor F Evans
Thurrock Council	Councillor A Watkins

Principal Officers Human Resources Committee

A minimum of 3 members drawn from a pool of 10, to include the Chairman and Vice-Chairman of the Authority and the Group Leaders – 7 Conservative, 1 Labour, 1 Liberal Democrat, 1 Non-aligned

Councillor B Aspinell	Councillor A Holland (Chairman)
Councillor D Blackwell	Councillor C Kent
Councillor J Chandler	Councillor J Lumley
Councillor M Garnett	Councillor M McEwen
Councillor A Hedley	Councillor A Wood

EFA (Trading) Ltd

Directors

Type A: EFA Members

Councillor A Holland (Chairman)
 Councillor I Henderson
 Councillor B Massey
 Councillor J Moran
 Councillor A Turrell

Type B: EFA Officers

Acting Chief Fire Officer Adam Eckley
 Director of Transformation Mark Stagg

3. That Member Champions be appointed as follows

Safer Communities and Youth	Councillor J Chandler
Equal Opportunities	Councillor C Kent
Health and Safety	Councillor W Schmitt
Risk Management	Councillor A Holland
IT and Data Management	Councillor A Wood
On-call Firefighter	Councillor A Erskine
Environmental	Councillor M McEwen
Control	Councillor A Hedley
Employee Engagement	Councillor J Beavis

4. That Councillors A Hedley and A Holland, as Chairman and Vice-Chairman of

the Authority respectively, be appointed as the Authority's nominees to the LGA Fire Commission.

5. That future scheduled meetings of the Authority and its Committees be held as set out below:

**Essex Fire Authority
(Wednesday at 10.00am unless otherwise stated)**

28 June 2017
6 September 2017
6 December 2017*
14 February 2018*
11 April 2018*

* provisional, subject to date of implementation of new joint governance arrangements for Police and Fire and Rescue

**Policy & Strategy Committee
(Wednesday at 10.00am unless otherwise stated)**

21 June 2017 10 January 2018*
26 July 2017** 14 March 2018*
11 October 2017**

* provisional, subject to date of implementation of new joint governance arrangements for Police and Fire and Rescue

** dates to be rescheduled due to clashes with meetings of the Health Overview and Scrutiny Committee at Essex County Council

**Audit, Governance and Review Committee
(Wednesday at 10.00am unless otherwise stated)**

12 July 2017 17 January 2018*
4 October 2017* 18 April 2018*

* provisional, subject to date of implementation of new joint governance arrangements for Police and Fire and Rescue

**EFA (Trading) Ltd
(On the rise of the Essex Fire Authority meetings)**

28 June 2017 6 December 2017*
6 September 2017 14 February 2018*

* provisional, subject to date of implementation of new joint governance arrangements for Police and Fire and Rescue

6. That member attendance at EFA Committee meetings from 1 June 2016 – 31 May 2017, as set out in Appendix 1 to report EFA/067/17, be noted

7. That the EFA Constitution be amended to reflect any changes arising from the decisions set out in resolutions 1 – 6 above.

9 Report to Constituent Authorities

The Authority received the report (EFA/068/17) by the Committee Secretary regarding which items should be included in the report to be prepared for circulation to the Constituent Authorities.

Resolved:

That the following items comprise the report to the Constituent Authorities:

1. Election of Chairman
2. Appointment of Vice-Chairman
3. Membership of the Fire Authority and dates of Future Meetings

10 Date of Next Meeting

Members noted that the next meeting of the Authority would take place on Wednesday 28 June 2017 at 10.00am.

11 Urgent Business - Grenfell Tower Fire

The Chairman agreed to consideration of this item of business on the grounds that there was a need to update the Authority on the latest position.

The Acting Chief Fire Officer addressed Members regarding the fire at Grenfell Tower in London the previous evening. He advised that current advice given to residents in high rise flats in the event of a fire would be reviewed in light of this incident. However he wished to reassure Members regarding safety at high rise buildings in Essex.

The Acting Chief Fire Officer advised that the control room teams in Essex had dealt with six calls relating to this incident. The control rooms both in London and those that dealt with calls in Essex had done a superb job in the difficult circumstances of this incident. The Acting Chief Fire Officer commented that his thoughts were with the families affected and colleagues in London in these difficult circumstances and that this was a reminder of the dangerous role of fire-fighting.

The Chairman also expressed that his thoughts and prayers were with those affected.

12 Urgent Business - Local Business Case for Joint Governance of Police and Fire and Rescue in Essex

The Chairman agreed to consideration of this item of business on the grounds that there was a need to update Members as to the latest position.

The Police and Crime Commissioner (PCC) provided Members with an update on the progress with the proposal for Joint Governance for Police and Fire and

Rescue in Essex. He gave a brief overview of the three options for which the benefits had been analysed and following the public consultation on these three options for the future governance of the Essex Fire and Rescue Service, the preferred option of Joint Governance had been submitted to Government in a Local Business Case. It was expected that a response from the Home Office would be received shortly and this would mean that the business case was on track for a change of governance on 1 October 2017.

The following points were made in response to questions from Members:

- Due to the squeeze on public services, the objective of joint governance was strategic alignment to release resources for the frontline across both services.
- There was a recognition that in the current circumstances and with the increased threat level that the Police had done an excellent job. Concerns had been raised regarding resources and the PCC explained that he had increased the precept in order to fund new Police Officers and staff in Essex and also invest in technology. The PCC was also engaging in negotiations with the Home Office and neighbouring forces with regard to increasing resources. Whilst there had been an effective and well implemented response to the increased threat level, it was acknowledged that this level of policing could not be maintained long term with the current resources.
- There were no plans for further collaboration of Fire Services in Essex and Kent other than the projects already in place.
- The PCC agreed to take up the issue of enforcement regarding parking, in areas where a fire appliance would struggle to get through.

The Chairman thanked the PCC for his update.

13 Exclusion of the Press and Public Resolved:

That, having reached the view that, in each case, the public interest in maintaining the exemption (and discussing the matter in private) outweighed the public interest in disclosing the information, the public (including the press) be excluded from the meeting during consideration of the following items of business on the grounds that they involved the likely disclosure of exempt information as specified in paragraph 4 of part 1 of Schedule 12A of the Local Government Act 1972. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matters arising between the authority or a Minister of the Crown and employees of, or office-holders under the authority.

14 Urgent Exempt Business - Firefighter Pay (press and public excluded)

The Chairman agreed to consideration of this item of business on the grounds that the Authority needed to be updated on developments which had taken place since the despatch of the agenda for the meeting.

The Authority noted the correspondence and proposed approach on matters relating to firefighter pay.

Signed.....
(Chairman)

Date.....

Essex County Fire & Rescue Service



MEETING

AGENDA ITEM

Essex Fire Authority

4

MEETING DATE

28th June 2017

SUBJECT

Chairman's Announcements

(for period 1st April 2017 – 1st June 2017)

1. **FireBreak Pass Out Parades at:**
Southend Fire Station – 7th April 2017
Maldon Fire Station – 13th April 2017
Basildon Fire Station – 12th May 2017
Rayleigh Fire Station - 19th May 2017
Corringham Fire Station – 26th May 2017
2. On 3rd April 2017 the Chairman attended the Declaration Ceremony for the High Sheriff at County Hall.
3. The Chairman attended an Apprenticeship Seminar in London on 4th April 2017.
4. The Chairman attended a 2020 Programme Advisory Group Meeting at KP on 19th April 2017.
5. On 20th April 2017 the Chairman attended a SERP Board Meeting at KP.
6. The Chairman attended an Emergency Services Collaboration Governance Board Meeting at the PCC's Office in Hoffmans Way on 28th April 2017.
7. On 3rd May 2017 the Chairman attended a One Day Conference - bafsa - Sprinklers for Modern Development and New Communities at Parkside Community Fire Station, Cambridge.
8. On 24th May 2017 the Chairman attended a conference - Implement the Duty to Collaborate – which took place in London.
9. The Chairman attended an Emergency Services Collaboration Meeting at the PCC's office on 30th May 2017.

ESSEX FIRE AUTHORITY

Essex County Fire & Rescue Service



MEETING

AGENDA ITEM

Essex Fire Authority

5

MEETING DATE

28 June 2017

REPORT NUMBER

EFA/076/17

SUBJECT

Change in Membership of Essex Fire Authority

REPORT BY

The Clerk and Monitoring Officer

PRESENTED BY

The Clerk and Monitoring Officer

SUMMARY

Members are asked to note a change in Southend Borough Council's representation on the Authority in the light of a change to that Council's political balance following a recent by-election and Group membership changes. This report details the effect of the change on the political balance of the Authority, and therefore also on the membership of committees.

RECOMMENDATIONS

Members of Essex Fire Authority are asked to:

1. Note the decision by Southend Borough Council to appoint Councillor Ron Woodley, Independent, to membership of Essex Fire Authority in place of Councillor Julian Ware-Lane, Labour.
2. Note that Councillor Ron Woodley has joined the Non-aligned Group.
3. Note the updated political make-up of the Authority.
4. Note the impact of the change on the membership of committees, including the withdrawal of a place on the Audit, Governance and Review Committee currently allocated to the Labour Group (held by Councillor Julian Ware-Lane), and the allocation to Councillor Woodley of a place on the Audit, Governance and Review Committee.
5. Note any other associated changes to committee etc memberships as confirmed at the meeting.
6. Note that Councillor Martin Terry (Independent) has replaced Councillor David Norman MBE (Labour) as a named substitute.

7. Note that the changes will be incorporated into the Authority's Constitution as required.

SOUTHEND BOROUGH COUNCIL REPRESENTATION ON THE AUTHORITY

Southend Borough Council has carried out a review of its political proportionality in the light of the outcome of a by-election held on 25 May 2017, along with some Group membership changes. This has resulted in a reallocation of the Council's 3 places on Essex Fire Authority, such that a place has been withdrawn from the Labour Group, in favour of an Independent Member. The Council has therefore appointed Councillor Ron Woodley (Independent) to membership of the Authority in place of Councillor Julian Ware-Lane (Labour). Confirmation has been received that Councillor Woodley will be joining the Non-aligned Group on the Authority.

The political make-up of the Authority is now as set out below:

Conservative	18
Labour	2
Liberal Democrat	2
Non-aligned	3
Total	25

IMPACT ON COMMITTEE MEMBERSHIPS

The change in the Authority's political composition has impacted on the membership of Committees as set out below:

Audit, Governance and Review Committee

The Non-aligned Group is entitled to an additional place on the Audit, Governance and Review Committee, from the Labour Group (previously held by Councillor Julian Ware-Lane).

The future composition of the Committee will be:

15 Members – 11 Conservative Members, 1 Labour Member, 1 Liberal Democrat Member, 2 Non-aligned Members

The Authority is therefore asked to appoint Councillor Woodley to the Audit, Governance and Review Committee and to confirm any further changes to Committee etc memberships which may be announced at the meeting.

RISK MANAGEMENT IMPLICATIONS

There are no risk management issues identified in this particular report.

FINANCIAL IMPLICATIONS

There are no direct financial implications associated with this particular report.

LEGAL IMPLICATIONS

The allocation of places on committees has been undertaken with due regard to the law relating to political proportionality.

USE OF RESOURCES

There are no use of resource implications associated with this particular report.

ENVIRONMENTAL IMPLICATIONS

There are no direct environmental implications associated with this particular report.

EQUALITY IMPLICATIONS

There are no direct equality implications associated with this particular report.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985	
List of appendices attached to this paper:	
List of background documents (not attached):	
Proper Officer:	The Clerk and Monitoring Officer, Shirley Jarlett
Contact Officer:	Democratic Services Essex County Council, County Hall, Chelmsford CM1 1LX Tel: 033301 39825 E-mail: GovernanceTeam@essex.gov.uk

ESSEX FIRE AUTHORITY

Essex County Fire & Rescue Service



MEETING

Essex Fire Authority

AGENDA ITEM

8

MEETING DATE

28th June 2017

REPORT NUMBER

EFA/080/17

SUBJECT

Progress report on the delivery of the work programme required to improve the culture within ECFRS

REPORT BY

Acting Chief Fire Officer – Adam Eckley

PRESENTED BY

Acting Chief Fire Officer – Adam Eckley

SUMMARY

The purpose of the report is to provide Members of the Essex Fire Authority with a progress report on the delivery of the work programme required to improve the culture within ECFRS. This supports the resolutions reached by Essex Fire Authority at its meeting of 7th October 2015.

RECOMMENDATIONS

Members of the Essex Fire Authority are asked to note the contents of this report and the progress report provided by the Chairman of the Expert Advisory Panel which is attached as Appendix A.

BACKGROUND

At its meeting on 7th October 2015 Essex Fire Authority accepted, in full, the 35 recommendations made within the report of the Independent Cultural Review of Essex County Fire and Rescue Service (conducted by Irene Lucas CBE). The report itself was received by the Authority on 2nd September 2015.

In addition to accepting the recommendations a number of other resolutions were reached at the 7th October meeting, amongst which was that Essex Fire Authority:

3. Instructs the Acting Chief Fire Officer to report progress to every meeting of Essex Fire Authority for a minimum of 24 months.

In the twenty months that have elapsed since the meeting of Essex Fire Authority on 7th October 2015, Members of Essex Fire Authority, the Acting Chief Fire Officer and members of the Service Leadership Team have continued to meet with and benefited from

the support and guidance of members of the Expert Advisory Panel. Since the last progress report presented to Essex Fire Authority on 12th April 2017 the following key actions have been taken:

1. A number of Prioritisation and planning days have been held with the Service Leadership Team and department heads to review the strategy, refine and prioritise planned activity over the next year. This has helped to develop a shared sense of ownership over decisions, moving away from a less directive, command style of management to a more collaborative approach.
2. A newly designed Fire Station Plan and corresponding Information Pack has been implemented across all 51 Fire Stations and departments. A single and forward looking “plan on a page” has been developed and the five Service strategic themes have been aligned to seven work activities to produce thirty corresponding objectives. Service Values underpin the new plan and its achievement is dependent on regular one-to-one manager meetings and the appraisal process. An advantage of a single plan aligned to the Service Strategy is that staff have an overview of what is required and how individual contributions will benefit the wider Service to support key and local performance indicators.
3. The outcomes of the last staff survey have been published and these will be presented at today’s meeting of Essex Fire Authority. The largest improvement in the Employee Engagement Survey was for “I understand the Service Strategy and Objectives of Essex County Fire and Rescue Service” which increased from 12% to 70%. This is largely attributable to a refreshed Service Strategy and ‘Your Strategy at a Glance’ summary documents, which have been shared across the Service.
4. The Talent Pool/Promotion Process has commenced and will implement the processes that bring the knowledge, skills and behaviours required to deliver the Service Strategy including resilience and business continuity. Assessment and Development Centres have been developed for all Grey and Green Book roles to provide one consistent, fair and transparent way of identifying, developing and promoting talent. Assessment Centres began in April and will run through to July 2017.
5. Engagement has continued to increase throughout the duration of Programme 2020. Following the first phase, which set the overall direction and objectives, engagement has continued to assist in refining the detail of change plans and the approaches taken to implement the change. The default position in Programme 2020 is to include Representative Bodies at the earliest point. This approach has been extended into changes occurring outside of Programme 2020.
6. Improvements have been made to the On-Call marketing and recruitment activity, which appear to be having a positive impact. Recruitment of On-Call firefighters at Clacton Fire Station has been successful and there is positivity around further successes in unexplored areas. Some areas continue to be difficult to recruit and activity is being continually evaluated for new opportunities. There has been early success through direct business engagement with Tesco and work will restart to look at Police Community Support Officers becoming On-Call firefighters.
7. Joint management skills workshops are in place for Grey and Green Book managers. There is a three-stage leadership development programme being drafted to develop potential. The Institute of Leadership and Management Level 3 and 5 qualifications will underpin with introduction in Autumn 2017. In addition, appraisals will review

Personal Qualities and Attributes (PQAs) and Competencies to encompass required leadership skills.

8. Delivering Differently in the Neighbourhoods (DDiN) has opened Fire Stations to the public; looking at how Firefighters can engage with new community groups whilst assisting the voluntary sector in establishing community hubs. This has taken place in Grays, Southend, Harlow and Basildon. 'DDiN2' is about to launch; identifying six additional Fire Stations, including On-Call, to continue the Department for Communities and Local Government originally funded project.
9. Clinical Commissioning Groups are to use rural On-Call Fire Stations as health drop-in centres in the North East of the County. This has potential to be replicated across the County.
10. Four Fire Stations in the South East of the County look set to be used by Voluntary Aid Services for elderly / vulnerable care sessions every two weeks. This will see Fire Stations used for the benefit of those that need instruction on healthier living, including cooking, health advice and signposting.
11. The Inclusion and Diversity Lead is attending On-Call drill nights to provide an 'inclusion input'; a facilitated two hour session exploring what a positive workplace culture looks and feels like, why it's important and how we all have a role to play to achieve it. This is an ongoing programme of work that utilises the new Dignity at Work policy, toolkit and overall approach to set the tone. Sessions have taken place at the following Fire Stations: Brightlingsea, Tiptree, Wethersfield and Saffron Walden; receiving positive feedback and engagement. Future sessions are planned at Witham, Leading Roding, Dovercourt and Braintree with a commitment to see Loughton, Brentwood, Rochford and Clacton in Autumn 17.
12. The Inclusion and Diversity Lead is attending Whole-time Fire Stations to spend the day with a Watch. Over the day, positive workplace culture is explored with crews, the dignity at work policy and toolkit is discussed allowing for questions and considerations to be raised. By integrating with day-to-day operational tasks, working relationships are enhanced providing a stronger likelihood that individuals will engage with future inclusion initiatives. Putting faces to names is aiding ongoing communication and helping to reduce divides between Green and Grey Book staff supporting our 'One Team' Service Value. So far, two Watches at Southend Fire Station and one Watch at Harlow Fire Station have participated. This work will continue with planned attachments at Chelmsford and Colchester as well as the remaining Watches from Southend and Harlow.
13. 'A Day in the Life' activity initiative has been introduced in April 2017. To date, fifteen individuals have requested 'A Day in the Life' consisting of a mixture of operational and non-operational colleagues attaching to areas such as Control, Human Resources and Safety Communities. Leigh Fire Station are leading the Watch attachments with support from Colchester Fire Station. Photos and a written account of the day have been shared in the Weekly News section on the Intranet. The opportunity to experience a typical day of a colleague educates and develops a greater understanding of different roles whilst helping to address the lack of belonging that some individuals feel when they visit various buildings within the Service.
14. Dignity at Work Advisors have been introduced to support the new policy and enable the toolkit to be consistently applied. Advisors are volunteers that will be trained to support colleagues across the Service to identify and address inappropriate

behaviour, bullying, harassment or disadvantage. Where proportionate and appropriate, informal resolution will be supported.

15. The Inclusion and Diversity Action Group has a total of twenty-two active participants from a range of roles across the service with growing interest. The group are currently supporting the Service response to the Inclusive Fire Service Group in relation to the improvement strategies that have been identified as a result of The Behaviour and Cultural Survey (NJC/6/16). In addition, the action group is supporting a review of recruitment activity to identify positive action initiatives and interventions. This will include revising website content as part of our commitment to attract, recruit and retain a more diverse workforce. Minutes and actions as well as any supporting documents will be available on the new Inclusion & Diversity Intranet pages once available.
16. A draft strategic Inclusion and Diversity action plan has been developed. This is due to be submitted to the Service Leadership Team in early July 17 for ratification.
17. The Service Leadership Team attended a development session on “Understanding Unconscious Bias” which will now be considered for a wider roll out across the Service.

In addition to the information set out above, a progress report, prepared by the Chairman of the Expert Advisory Panel, Steve McGuirk CBE, is attached as Appendix A for the consideration of Members of the Essex Fire Authority.

RISK MANAGEMENT IMPLICATIONS

Failure to effectively address the issues identified within the Independent Review of Culture present significant risk to the Service and the Essex Fire Authority not least as the report suggests that without significant change our employees and the communities they serve may be at risk.

The information set out in this report and in **Appendix A** supports the delivery of the work programme required to improve the culture within ECFRS.

FINANCIAL IMPLICATIONS

Essex Fire Authority established a budget of £400k to support the work of the Expert Advisory Panel between 2015–2017. It is expected that not all of the budget will be necessary to conclude this work.

LEGAL IMPLICATIONS

The information set out in this report sets out the progress made in the delivery of the work programme required to improve the culture within ECFRS and therefore serve to lessen any potential litigation presented by the risks identified within the Independent Review of Culture.

EQUALITY IMPLICATIONS

Failure to implement the Independent Review Action Plan and address the associated recommendations could result in the Service failing to meet its obligations under the Equality Act 2010.

ENVIRONMENTAL IMPLICATIONS

There are no direct environmental implications arising from this report.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985	
List of appendices attached to this paper: Appendix A –Progress report by the Chairman of the Expert Advisory Panel	
List of background documents (not attached): Independent Cultural Review of Essex County Fire and Rescue Service, EFA/081/15, EFA/082/15, EFA/096/15, EFA/097/15, EFA/098/15, EFA/099/15, EFA /104/15 and EFA/105/15, EFA/031/16, EFA/039/16 and EFA/080/016, EFA/105/16, EFA/134/16	
Proper Officer:	Acting Chief Fire Officer, Adam Eckley
Contact Officer:	Acting Chief Fire Officer, Adam Eckley Essex County Fire & Rescue Service, Kelvedon Park, London Road, Rivenhall, Witham CM8 3HB Tel: 01376 576000 E-mail: adam.eckley@essex-fire.gov.uk

Update from the Chairman of the Expert Advisory Panel, Steve McGuirk – June 2017

The last update to Members in March 2017 informed them of the upcoming visit to the Service by the Expert Advisory Panel (EAP) to undertake a short progress review. This was a precursor to the second milestone review to be undertaken by Sir Ken Knight and as part of concluding the work of EAP (now scheduled for early August 2017 and discussed below).

The March EAP visit was also part of continuing to support and enable the Service to advance the issues and recommendations made by Irene Lucas and subsequently Sir Ken in his first milestone review reported to the Authority in September 2016.

PROGRESS REVIEW

An outline programme for the two days at the end of March was agreed in advance, and this entailed presentations and meetings with key stakeholders, focus groups and personnel including, of course, Elected Members as well as engaging with the Office of the Police and Crime Commissioner.

In support of this, the EAP developed a simple 'self-assessment' tool for the Service to undertake in advance of the two-day visit, which focussed on the following key areas:

- ✓ ***Reflect on all relevant actions taken to date to address the Irene Lucas Report's concerns,***
- ✓ ***Identify what advice from the EAP had been helpful and been acted upon,***
- ✓ ***Identify quantifiable outcomes from such actions that have improved the culture of the organisation (e.g. staff survey feedback),***
- ✓ ***Consider next steps to improve culture.***

The intention of the self-assessment approach was to form the basis of debate and discussion and to underscore the staff survey, rather than to be a tick box exercise; and this intention was achieved as the exercise prompted a full and frank debate. It is fair to say, though, that the EAP would have preferred greater engagement of the wider service in the production of the self-assessment, but there is also recognition that there were some time constraints around this. And notwithstanding, it was encouraging from the perspective of openness that the document was made widely available to staff in advance of the progress review and could form the basis of discussions with people face to face.

The only other thing to say about the progress review visit is that whilst there were several focus groups held, some were poorly attended in terms of numbers. In one sense this was disappointing, though not altogether unexpected. In another sense, though, the people who did attend were authentic and fully engaged and provided what we believe to be a very honest assessment of change. And the panel engaged with over one hundred people during their visit which this is felt to be a reasonable sample of the organisation.

PROGRESS

Following the review visit the EAP produced a feedback presentation, that was given to members of the SLT in April. SLT have subsequently started to consider how this will translate practically and be rolled out to the wider organisation.

There is little doubt that a great deal has been achieved, although as we keep reiterating more needs to be done and so summarised below are some of those achievements as well as a summary of the other comments that formed the basis of the feedback:

- There is a sense that several factors have come, or are coming, together to create a window of opportunity that could re-cast the future for Essex, and potentially foster different relationships that will impact on culture.
- These include:
 - *The publication of a new strategy,*
 - *Closure of several significant legacy issues, including the signing of the dispute resolution agreement with the FBU (a member of staff in a workshop commented to the Panel that this was the longest period he had gone without industrial action since joining the Service twenty years ago),*
 - *The possibility/ likelihood of a move of governance to the Police and Crime Commissioner and the completion of a Business case with an associated a public consultation exercise around the options for change¹,*
 - *New personnel in several key roles –for example HR/ OD.*
 - *The closure of the long standing disciplinary situation with the Chief Fire Officer².*

There is also an impressive amount of activity taking place, and a huge number of projects are in train with a great deal of energy behind them.

- But this ambition presents additional challenges in several ways:
 - *There is a risk of a lack of coherence and clear linkages between different activities/ projects and the extent to which they cluster together and align to make a difference on the ground in real and tangible ways.*
 - *There is still a need for clarity about the ‘big picture’ in terms of where the organisation is going and, crucially, why – without this clarity it is difficult to prioritise; there is a real need for prioritisation. (It is also fair to indicate part of this uncertainty arises because of the General Election and the potential shift of governance).*

¹ The Consultation has now concluded and the Business Case submitted, though the impact of the General Election may affect the timescales for consideration and agreement or otherwise.

² There has been significant local publicity surrounding the circumstances of the recent dismissal of the Chief Fire Officer, with much of this publicity arising from the perspective of the Officer concerned and initiated by going directly to the media. The need to resolve this long standing and complex situation was highlighted as urgent in the original culture review report in 2015, and successive updates from the EAP have reinforced the imperative of the Authority getting to a resolution. Indeed, the last EAP update placed great emphasis on the impact of this matter. Notwithstanding the public comments of the Officer concerned, I am satisfied, as Chair of EAP and in the outline role ascribed in the report of Irene Lucas, that the Authority have exercised due diligence in the extensive discipline process followed. I am also satisfied that the seriousness of the matters concerned – gross misconduct – merited the approach taken, albeit I consider there are lessons to be learned for other fire and rescue services as well as the Home Office for future investigations of this nature. The only other point I would add, is that the consequence of the need to follow a disciplinary process prescribed have – ironically- militated against any extensive consideration of the leadership role played by the tenure of the CFO over the many years leading up to circumstances of the Culture Review in 2015. It is not proposed to say any more on this matter as, whilst it is now concluded, there remains the possibility of further legal action.

- *There is a risk that local managers can feel overwhelmed by project work and their corporate roles, to the extent that they feel they have little time left 'to lead' locally.*
- *There is a need, therefore, for clarity around the objectives of the organisation and that emanate from the new strategy, their translation to local activity and the practical measurement of success or otherwise; but especially, in this context, how will culture change be measured or evaluated going forward.*
- *There is also an issue of pace – and sustainable pace.*
- *The feedback from many people engaged – and this is reinforced by the staff survey – is that projects and work are started and deadlines/ milestones are set with the best of intention – but these deadlines are sometimes missed; and sometimes with significant implications for people.*
- *The consequence is diminished confidence and trust that the organisation has a coherent plan or that the linkages between activities are understood.*
- *It would be better to have fewer but clearer priorities and realistic deadlines that are stretching but deliverable - and people in the organisation can recognise how the work they are doing contributes to the strategy and the direction of the organisation.*
- *It is also worth saying something here about communications and engagement. There is a good communications team in Essex and high quality material is produced. There is a need, however, just to reflect on the different audiences and their needs and ensure that the style and approach deployed is appropriate to have the desired impact.*

The Panel's observations here – very much like the self-assessment – have more been to encourage debate and discussion as they are intended to be definitive, and the commentary of the challenges that remain should not detract from what has been achieved.

It is pleasing to report that the response of the SLT has been positive and constructive and the Acting CFO comments on this in the covering paper to this update.

In short, the first phases of the work of EAP over eighteen months have involved clearing the ground for change, starting the groundworks and starting to put some foundations in place. But many of the foundations are still in the ground and not yet visible to a wider organisation. And there remain several big environmental challenges – not least the outcome of the General Election and the PCC Business Case – that will have a major impact on culture change going forward. And, in this context of a rapidly changing and complex environment, it is likely that there will be an impact arising from the tragic events of the last few weeks, including the two attacks in Manchester and London. But most especially the tragedy at Grenfell Tower for which there now will be a public enquiry (though at the stage of drafting this update the parameters and terms of reference are not known).

So, in summary, it is now about getting a focus on direction and priority, and using the emerging window described to build and reset the future, as well as increase the visibility of change for the whole organisation.

In support of this, it is also important now that the Authority acknowledges the state of uncertainty organisationally as well as individually around senior roles, and moves to make substantive arrangements to fill key positions and enable the Rank to Role process to be concluded.

Next steps

September 2017 marks the two-year anniversary since the publication of the Culture Review, and the period ascribed by Irene Lucas for the Panel to exist.

From an EAP perspective, therefore, we now propose to reflect on what has happened and compile a closure report of our views about where Essex now is, in terms of its culture change journey.

It was always going to be the case that, when the EAP concluded, it would only mark a point in time rather than being a signal that anything finished. Nevertheless, its important to record the view of EAP to describe that point in time.

To test that view, it is proposed to invite Sir Ken Knight to return to Essex in early August to examine the commentary of EAP, with the intention of then taking a final closure report to the September Fire Authority.

(It is possible as matters unfold over the next few weeks, especially considering the increasingly level of complexity in the working environment, that the Fire Authority or PCC considers there is merit in continuing some form of relationship with members of the Panel, or a modified version of the Panel to support any transition. But that would be outside the parameters and boundaries of the Culture Review recommendations and the role anticipated by the original reviewer.)

By the time of Sir Ken's visit there should also be greater clarity around the direction of the Service, post General Election and against the backdrop of the submitted Business Case of the Police and Crime Commissioner; and there should hopefully be a better sense of the impact of the tragic and seismic events of the last few weeks.

Could I conclude this update by offering my thanks to Members of the Authority and Officers of the Service for the authentic way they have engaged with the work of the EAP over an extended period but especially during the progress review visit in March.

But, most importantly, could I conclude by offering the sympathy and condolences of all the EAP Members to those who have lost loved ones in the Grenfell Tower tragedy, and could I commend the response of emergency services and, particularly in this context, members of the fire and rescue service.

STEVE MCGUIRK CBE, DL, QFSM
CHAIRMAN – EXPERT ADVISORY PANEL

ESSEX FIRE AUTHORITY

Essex County Fire & Rescue Service



MEETING

Essex Fire Authority

AGENDA ITEM

9

MEETING DATE

28th June 2017

REPORT NUMBER

EFA/081/17

SUBJECT

EFA Strategy Progress Update and 2020 Programme – 6 monthly review

REPORT BY

Acting Chief Fire Officer – Adam Eckley

PRESENTED BY

Acting Chief Fire Officer – Adam Eckley

Recommendations

Members are asked to note the content of the report.

Background

Programme 2020 was established in February 2015 to oversee the work of ECFRS in pursuit of the Authority's strategic priorities of being Service-led, Community-focused, Values driven and Financially sustainable.

The definition phase of the Programme included the work to develop a new Strategy for the Essex Fire Authority, an updated Integrated Risk Management Plan (IRMP) and options for change, which were all agreed by the EFA on the 8th June 2016.

The implementation plan for the changes consulted upon as Option 2 was approved by Essex Fire Authority on 7th September 2016 alongside the Authority's Strategy for the Service 'Leading the way to a safer Essex'.

This report specifically considers the progress of the programme over the past 6 months from December 2016.

The activity identified in 'Leading the way to a safer Essex' – The Strategy for Essex Fire Authority 2016-2020 was presented as a series of activities arranged into five themes:

- People and Leadership
- Prevention
- Protection
- Response

- Public Value and Collaboration

PROGRESS to date

Three planning workshops have been held with the Service Leadership Team and managers to ensure that business plans and activity planned across the Service are aligned with the Strategy.

The Performance Report has also been developed to report against metrics, which show progress against the strategic priorities.

Table 1 below provides an update against each of the activities regardless of whether they are projects, programmes or smaller pieces of work. Those highlighted in green are now complete.

Activity	Update June 2017
Roll out new values statements across Service	Completed February 2017
Diversity action group and plan	The inclusion and diversity action group has been established.
Job evaluation and reward project	The majority of green book roles have been evaluated and employees informed of the outcome. A small number of roles require further work to be completed on job descriptions. A group of staff have undertaken Hay evaluation training and work is about to commence on an updated Pay Policy.
Operational assurance project	Project closed Jan 2017
People Structures Project	The project has undertaken a significant design phase (across the areas of rank to role, green book/grey book evaluation, management review, core training hours, talent pool and promotion process, and the flexi-duty rota). The project is currently planning the individual staff consultation and will begin implementation of change in August 2017.
Core hours project	Incorporated into the people structures project
Performance management framework	The new performance management framework was presented to EFA in April 2017
Performance measurement and reporting	The new performance measures and reporting has started and is incorporated into the end of year performance report considered by EFA in June 2017
Revised appraisal process	Complete - A new competency framework and appraisal forms have been published
Reward and recognition	Work is underway on reward and recognition with a celebration event planned for November 2017
Learning and development strategy	Not due to start until June 2017
Implement mixed crewing	Work is underway following the dispute resolution
Implement new availability bands	This work has been paused as it was not supported through consultation and to allow the Service to implement improved

Activity	Update June 2017
	systems to enable on-call staff to manage their availability.
On-call conversions project	<p>The Service has successfully recruited an on-call crew at Clacton who have now passed through basic training. Recruitment at Dovercourt was less successful with candidates progressing onto basic training in July.</p> <p>In general, on-call recruitment numbers have improved. The Service finished 2016/17 with an increase of 4 on-call firefighters, which did not include those recruited through the conversions project. April - May 2017 have seen those recruited for Clacton join the Service giving a further increase of 9 on-call firefighters.</p>
Human Resources & Organisational Design Business Solution (HOBS)	A new Human Resources Management System has been procured and the system is undergoing configuration and data migration prior to training. A thorough period of testing and dual running is planned ahead of a planned go-live at the end of October 2017.
Operational Availability Management Project	This project is gather requirements for an improved system to manage operational availability following the implementation of the HOBS project.
Appliance removal and staff relocations project	Project closed. All appliances were removed in September 2016 and all staff were relocated by February 2017.
Removal of Frinton second appliance project	Not due to start until September 2017
Special appliance relocation project	The project plan has been developed to relocate the specialist resources to the most appropriate locations following changes approved as part of option 2.
Off-road replacement vehicles project	The vehicle specification has been finalised ready for the procurement process to commence.
Strategy for evaluation of Safer Communities activity	Research work underway to develop framework for evaluating community safety activity.
Developing the Home Safety Model project	Project has commenced design of the new home safety visits.
Station based firefighters delivering Risk Based Activity Programme project	Activity is complete
Station based firefighters delivering Community Safety activity project	Planning is in progress for the roll out of new ways of working building on the delivering differently in neighbourhoods pilot work
RTC reduction project scoping	Activity not started
Fire Museum project scoping begins	Activity not started

Activity	Update June 2017
Flood alleviation team project	Activity not started
Business engagement team project	Activity not started
Business safety volunteers project	Activity not started
Increase in Firebreak capacity	Activity not started
Increase in Fire Cadets capacity	Activity not started
Control project	ECFRS went live with Resque 4i in September 2016 and live with data mobilising, Automatic Vehicle Location System (AVCS) and dynamic mobilising to mobile data terminals in April 2017. The project closure report is being drafted.
Emergency Services Mobile Communications Programme	Programme Definition Documentation has been agreed for the implementation of this National Programme within ECFRS
Incident Command software project	Research underway into options for replacement software.
Scoping of replacement for Wethersfield Training Centre	Currently our hot fire training facilities are at Wethersfield on part of an MOD site who have given us notice to vacate. None of our facilities are suitable venues to conduct this training. Work is ongoing to scope out replacement facilities.
Review of technical training facilities at fire stations	A full review will take place to ensure that all crews have access to suitable Training facilities. Currently we are looking at establishing training 'hubs' across the County which crews can attend to train together.

RISK MANAGEMENT IMPLICATIONS

There are no additional risk management implications arising from the matters dealt with in this paper.

FINANCIAL IMPLICATIONS

There are no unbudgeted financial implications arising from the matters dealt with in this paper.

LEGAL IMPLICATIONS

There are no legal implications arising from the matters dealt with in this paper.

EQUALITY IMPLICATIONS

There are no equality implications arising from the matters dealt with in this paper.

ENVIRONMENTAL IMPLICATIONS

There are no environmental implications arising.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985	
List of appendices attached to this paper:	
List of background documents (not attached):	
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Essex Fire Authority

Essex County Fire and Rescue Service



MEETING

AGENDA ITEM

Essex Fire Authority

10

MEETING DATE

REPORT NUMBER

28/06/2017

EFA/082/17

SUBJECT

Local Business Case for Joint Governance of Police and Fire & Rescue in Essex – Update

REPORT BY

Office of the Police and Crime Commissioner

PRESENTED BY

Acting Chief Fire Officer – Adam Eckley

1. PURPOSE OF THE REPORT

This paper updates the Essex Fire Authority on progress made in relation to the local business case for joint governance of Police and Fire & Rescue Services in Essex.

2. RECOMMENDATION

It is recommended that the Essex Fire Authority members:

- Note the results of the Police and Crime Commissioner's public consultation in relation to joint governance of Police and Fire & Rescue Services in Essex;
- Note the final version of Local Business Case for Joint Governance of Police and Fire & Rescue in Essex which was submitted to the Home Office on the 19th May 2017; and
- Note the proposed transition activities which will need to be undertaken prior to the 1st October 2017.

3. RESULTS OF PUBLIC CONSULTATION

The Policing and Crime Act 2017 stipulates that the Police and Crime Commissioner must consult the top tier local authorities and the public on the Local Business Case before submission to the Home Secretary for a decision. The Local Business Case assesses the options, as set out in the Act, for changes to governance of the Fire Service.

The Police and Crime Commissioner undertook a 12 week consultation with the public, top tier local authorities, police and fire & rescue staff and wider stakeholders from the 16th February to the 10th May 2017. During this consultation period a large range of engagement activities took place to obtain the views of as many stakeholders and

members of the public as possible. The highlights of the results of public consultation are as follows:

- A letter was received from Thurrock Council in support of the Joint Governance option.
- A letter was received from Southend-on-Sea Borough Council in support of the Joint Governance option.
- A letter was received from Essex County Council in support of the Joint Governance option.
- Three letters were received signed by 17 MPs of Essex in support for the joint Governance option.
- There were 1,708 individual responses received from members of the public through the consultation survey.
- The consultation results show that the joint governance option scored the highest in terms of potential benefits and ease of delivery.
- The Police and Crime Commissioner engaged the services of the Consultation Institute who provided independent expertise, advice and quality assurance on the consultation process, ensuring that it was equitable, accessible and delivered to a high standard. The Institute has confirmed that the consultation is consistent with industry good practice standards.

Further details of the results of the consultation can be found in Appendix F of the Local Business Case.

4. LOCAL BUSINESS CASE

The Office for the Police and Crime Commissioner has reviewed all feedback gathered during the consultation phase and collated it into the final version of the Local Business case, which was submitted to the Home Secretary on the 19th May 2017. The final documentation is available to on the Police and Crime Commissioner's website:

<http://www.essex.pcc.police.uk/localcaseforchange>

The Home Office had advised that if they received the final Local Business Case by the 19th May, they would be able to review it and, subject to agreement by the Home Secretary, produce the necessary Statutory Instruments for a 1st October 2017 commencement date. This is subject to the outcome of the forthcoming General Election.

5. TRANSITION ACTIVITY

In advance of a decision by the Home Office, the Office for the Police and Crime Commissioner has commenced initial work in planning for the transition. This work reports into the Emergency Services Strategic Governance Board which is chaired by the Police and Crime Commissioner and includes the Chair of the Fire Authority, the Acting Chief Fire Officer and the Chief Constable. The transition planning is being undertaken in close discussion and liaison with senior officers from the Essex Fire Authority and Essex Police. A Transition Working Group has been established to take this work forward.

The aim of the transition programme (assuming the Home Office approve the decision) is to ensure a smooth as possible transfer to the new Police and Crime Commissioner Fire and Rescue Authority. A detailed project plan is currently being developed, setting out what will need to be undertaken to enable these priorities to be achieved.

Key activities identified in the project plan include:

- Constitution - Develop a revised constitution to reflect the new legislation and statutory order.
- Governance Structure - Review existing senior management structure and identify the appropriate board structure to support the change in governance. This will need to be fed into the new constitution.
- Statutory Roles - Review the role of the Statutory Chief Officers under a revised governance model. This will need to be fed into the new constitution.
- Scheme of Delegation - Develop an amended Scheme of Delegation to the senior officers of the Fire and Rescue Service.
- Governance Meetings - Review the existing planned business of the Fire Authority, and realign it to the new governance structure including setting a series of meeting dates for the new boards which will support the Police and Crime Commissioner Fire and Rescue Authority.
- Formation of Police, Fire and Crime Panel - Liaison with Essex County Council's Secretariat team regarding the development of the revised Terms of Reference for the new Police Crime and Fire Panel.
- Staff Formal Consultation - Undertake a formal consultation of all staff on the transfer of their employment to the new Police and Crime Commissioner Fire and Rescue Authority.
- Communication Plan - Develop an internal communication plan for activity supporting the roll out of the new governance model.

The transition plan will continue to be developed by officers, with progress reported into the Emergency Services Strategic Governance Board.

6. NEXT STEPS

The Local Business Case has now been submitted to the Home Office. The Home Office will review the case and the Home Secretary will make a decision.

The Police and Crime Commissioner will advise the Essex Fire Authority of the Home Secretary's decision at the earliest opportunity, once he has received confirmation of the decision.

7. RISK MANAGEMENT IMPLICATIONS

A detailed risk register is included the Local Business Case.

8. FINANCIAL IMPLICATIONS

The costs for the preparation of the Local Business Case and any preparation for transition have been met by the Office of the Police and Crime Commissioner.

9. LEGAL IMPLICATIONS

The Local Business Case has been prepared under enabling provisions included with the Policing and Crime Act 2017.

10. USE OF RESOURCES IMPLICATIONS

Costs in preparing the local business case have been met by the Police and Crime Commissioner.

Officers and staff from the Fire Authority, Essex Police and the Office of the Police and Crime Commissioner have contributed information, data, advice and input to the development of the Local Business Case.

11. EQUALITY IMPLICATIONS

A full equality impact assessment (EIA) of the proposals contained in the Local Business Case has been carried out. The proposals were not assessed as impacting differently or negatively on any specific groups. As a part of the consultation process, focus engagement was undertaken to ensure views are sought from harder to reach groups.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985	
List of appendices attached to this paper:	
List of background documents (not attached):	
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Essex Fire Authority

Essex County Fire & Rescue Service



MEETING

Essex Fire Authority

AGENDA ITEM

11

MEETING DATE

28 June 2017

REPORT NUMBER

EFA/083/17

SUBJECT

Report to Constituent Authorities

REPORT BY

Committee Secretary, Sophie Campion

PRESENTED BY

Committee Secretary, Sophie Campion

SUMMARY

To invite Members to determine which items should be included in the report to be prepared for circulation to the Constituent Authorities.

RECOMMENDATIONS

That the following items comprise the report to the Constituent Authorities:

1. Changes in Membership of Essex Fire Authority
2. Annual Performance Report
3. Staff Survey Outputs

RISK MANAGEMENT IMPLICATIONS

There are no risk management implications arising from this report.

FINANCIAL AND USE OF RESOURCES IMPLICATIONS

There are no financial or use of resources implications arising from this report.

LEGAL, ENVIRONMENTAL AND EQUALITY IMPLICATIONS

There are no legal, environmental or equality implications associated with this report.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985	
List of appendices attached to this paper: None	
List of background documents (not attached): None	
Proper Officer:	Shirley Jarlett, Clerk and Monitoring Officer to Essex Fire Authority
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