

2020 Programme Board - Terms of Reference

Purpose

The principal purpose of the 2020 Programme Board (the Board) is to provide the governance arrangements over the development and approval by Essex Fire Authority of an IRMP, Service Strategy and a Change Programme for the Essex Fire Authority for the period from 2016. Once approved, the Board will provide the governance oversight to ensure that the IRMP, Service Strategy and Change Programme are delivered in line with the directions and expectations of the Essex Fire Authority.

2020 Programme Board Vision Statement

It is recognised that the present structure of the Fire Service in Essex does not provide the optimum balance of resources across the Prevention, Protection and Response capabilities and activities. In addition the Fire Authority faces significant cultural and financial challenges that will need to be addressed over the period to 2020 and beyond. The vision of the 2020 Programme Board is to **'Lead the Way to a Safer Essex'** by developing a Service Strategy and Change Programme for the Essex Fire Authority for the period from 2016 that is:

- *Service led*
- *Community focussed*
- *Values driven*
- *Financially sustainable*

Terms of Reference

The terms of reference of the Board are to ensure that in seeking to achieve the purpose of the 2020 programme, it will assist ECFRS and Essex Fire Authority to access, interpret and understand information and evidence upon which service redesign can be based. The Board will also make judgements regarding the relevance, potential and application of information and evidence. In particular it will:

1. Oversee the development of the Authority's IRMP 2016 to 2020 and Service Plan 2016 to 2020.
2. Oversee for the process for stakeholder engagement and consultation.
3. Oversee the process for developing options for change that support organisational redesign.
4. Ensure that all employees have an opportunity to contribute and influence the options for change and fully understand the rationale behind any adopted options.

5. Develop change management capability throughout the Service to support the delivery of future change.
6. Share with the Fire Authority the full range of views on issues relating to options for change that support organisational redesign.
7. Advise the Fire Authority on the quality, appropriateness, limitations and deliverability of options for change presented during public and stakeholder consultation.
8. Prepare decision papers, research papers and presentations to support the Fire Authority.
9. Ensure that the IRMP, Service Strategy and Change Programme are delivered in line with the directions and expectations of the Essex Fire Authority.

Role of the 2020 Programme Board

The Board is to ensure that:

- the **roles and responsibilities** of its members are clear,
- programme **stakeholders** are engaged at a level that is commensurate with their importance to the programme and in a manner that fosters trust,
- the programme **business case** or rationale is supported by relevant and realistic information that provides a reliable basis for making authorisation decisions,
- the targeted **benefits** of the programme and **key deliverables** of constituent projects are in line with and contribute to the business strategy and that responsibilities for their achievement are clear,
- the programme has an approved **plan** containing authorisation points (Gateways) at which the programme's progress and direction are reviewed and approved; decisions made at authorisation points are recorded and communicated,
- **performance measures** are set,
- disciplined governance arrangements, supported by appropriate **methods and controls**, are applied throughout the programme lifecycle,
- report to the **Essex Fire Authority** as required,
- there are clearly defined criteria for reporting **programme status** and the escalation of **risks** and **issues** to the levels required by the Authority,
- **strategic** and **directional** issues between projects are resolved, which need the input and agreement of senior stakeholders to ensure progress of the programme.

- members of **delegated authorisation** bodies have sufficient representation, competence, authority and resource to enable them to make appropriate, decisions
- the programme is **adequately funded and resourced**,
- the Board should consider if and when **independent scrutiny** of the change programme and programme management system is required, and implement such scrutiny accordingly.
- the programme is delivered within its financial limits and operational boundaries.

Member responsibilities

Individual members of the Board each have a responsibility to:

- understand the programme objectives, scope, costs and benefits,
- represent, as appropriate, specific stakeholder interests in the 2020 Programme,
- understand the impact of the programme on the organisation:
 - ensuring that the programme's objectives are in line with those of the organisation as a whole;
 - helping to identify interdependencies with other programmes and activities and where necessary resolve dependencies with other pieces of work;
 - helping to identify risks and issues facilitating their management by taking ownership for their resolution, and;
 - helping to resolve conflicts between organisational and transformation activities which might arise during implementation;
- provide advice and counsel to the Senior Responsible Owner and the team;
- Identify, acknowledge and declare any potential or actual conflict of interest in any relevant area;
- help to communicate throughout the organisation the 2020 programme's purpose and progress;
- make such resources available as are necessary for the completion of agreed work in the programme and projects, and;
- Ensure the delivery standards of programme and projects.

2020 Programme Board Roles

The Board is established by the Senior responsible Owner (SRO). The prime purpose of the Programme Board will be to drive the programme forward and deliver the outcomes and benefits. Programme members will provide resource and specific commitment to support the SRO, who is accountable for the successful delivery of the programme.

The Programme Management Office (PMO) is the nerve centre and information hub of a programme. All information, communication, monitoring and control activities are coordinated through the programme office.

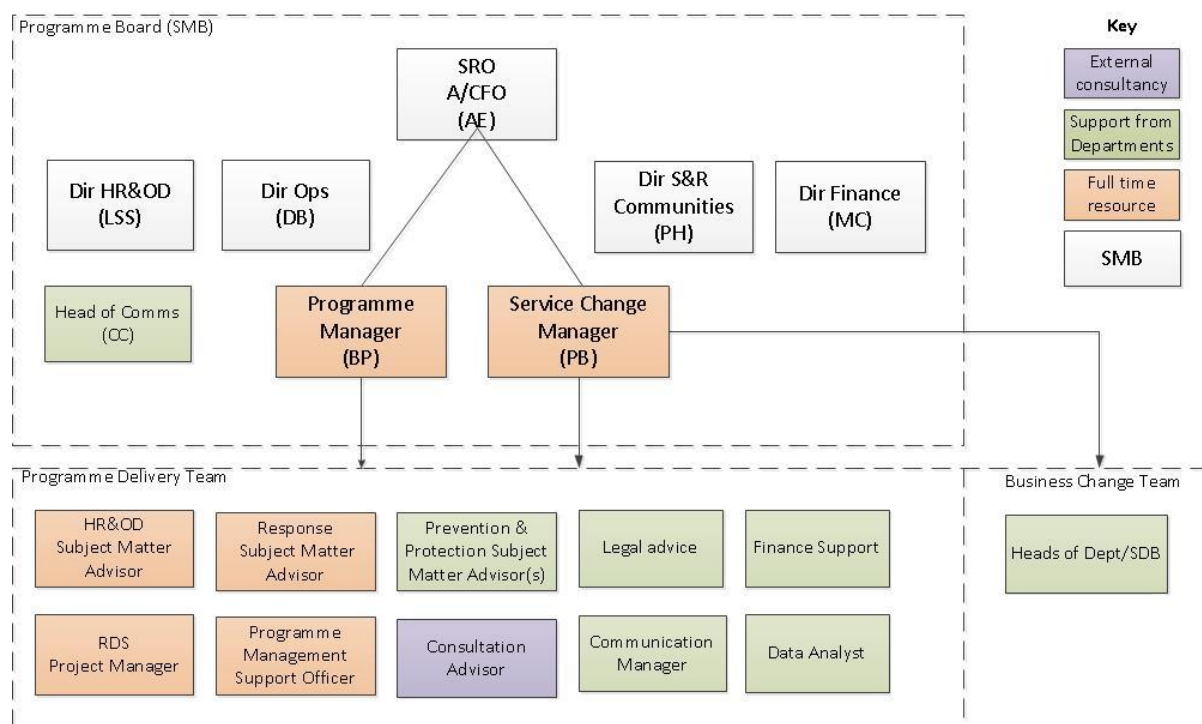
- The **Senior Responsible Owner (SRO)** is accountable for the programme, ensuring that it meets its objectives and realizes the expected benefits.
- The **Programme Manager (PM)** is responsible for leading and managing the setting-up of the programme through to delivery of the new capabilities, realization of benefits and programme closure.
- The **Business Change Manager (BCM)** is responsible for realising the resultant benefits by embedding that capability into business operations, and facilitating business changes to exploit that capability

The Programme Manager and Business Change Manager must work in close partnership to ensure that the right capabilities are delivered and that they are put to best use.

Programme 2020 - Board Members

- A/CFO Adam Eckley – Senior Responsible Owner
- Mike Clayton – Director of Finance and Treasurer
- ACFO Paul Hill – Director of Safer and Resilient Communities
- ACFO Dave Bill – Director of Operations
- Lindsey Stafford-Scott – Director of HR & OD
- Christine Connor – Corporate Communications Manager
- Ben Pilkington – Programme Manager
- Paul Bowers – Service Change Manager

Programme Board – Organisational Chart



Programme Board – Meeting Definition

Frequency	Monthly on the 3 rd Tuesday of the Month
Time & location	09:30hrs Kelvedon Park - Chief Fire Officer's Office
Duration	60 mins
Purpose	The principal purpose of the 2020 Programme Board (the Board) is to provide the governance arrangements over the development and approval by Essex Fire Authority of an IRMP, Service Strategy and a Change Programme for the Essex Fire Authority for the period from 2016. Once approved, the Board will provide the governance oversight to ensure that the IRMP, Service Strategy and Change Programme are delivered in line with the directions and expectations of the Essex Fire Authority.
Lead Time for Papers	24 hours
Standing Agenda	<ol style="list-style-type: none"> 1. Apologies 2. Minutes 3. Actions 4. Highlight Report 5. Programme Documentation 6. Items For Decision 7. Communication & Engagement 8. Risk Register 9. Issues Register 10. Any Other Business