

ESSEX FIRE AUTHORITY
Essex County Fire & Rescue Service



Cultural Review Sub-Group

10:00	Thursday, 07 January 2016	Kelvedon HQ,
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Quorum: 2

Membership

Councillor A Holland
Councillor B Aspinell
Councillor A Erskine
Councillor C Guglielmi
Councillor C Kent

**For information about the meeting please ask for:
Judith Dignum (Committee Services Manager, Essex County Council)
03330134579 / judith.dignum@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

5 - 8

To approve as a correct record the minutes of the Sub-Group held on 10 December 2015.

Decision Items

Information Items

4 Progress report on the delivery of the work programme required to improve the culture of Essex County Fire and Rescue Service

9 - 12

To receive a report by the Acting Chief Fire Officer (EFA/001/16)

Please note that Appendix A to the report is to follow.
(Subsequently withdrawn)

A revised version of the report was circulated at the meeting, and may be viewed under 'Meeting Documents' below

5 Date of Next Meeting

To note that the next meeting of the Sub-Group will take place on Wednesday 10 February 2016 at 10.00am.

6 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.

7 Early Retirement Options for SMB and SDB members

- Information which is likely to reveal the identify of an individual;

8 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 a Meeting of the Cultural Review Sub-Group of the Principal Officers
Human Resources Committee held on Thursday 10 December 2015 at 10.00am**

Present:

Councillor A Holland	Chairman
Councillor B Aspinell	
Councillor C Guglielmi	
Councillor C Kent	

The following Officers were present in support throughout the meeting:

Adam Eckley	Acting Chief Fire Officer
Lindsey Stafford-Scott	Director of HR and Organisational Development
Shirley Jarlett	Deputy Clerk and Monitoring Officer to Essex Fire Authority
Judith Dignum	Secretary to the Committee

Councillor A Bayley was also present as an observer.

An apology for absence was received from Councillor A Erskine.

Shirley Jarlett, Deputy Clerk and Monitoring Officer, in the Chair

1. Election of Chairman

Upon the motion of Councillor Guglielmi, seconded by Councillor Aspinell, it was

Resolved:

The Councillor A Holland be elected Chairman of the Sub-Group for remainder of the current Municipal Year.

Councillor A Holland in the Chair

2. Declarations of Interest

The Chairman reminded Members that they should declare any interests at this point or during consideration of the appropriate agenda item.

3. Membership and Terms of Reference

The Sub-Group's membership and terms of reference were noted.

4. Proposed governance arrangements to be adopted for the Expert Advisory Panel supporting Essex County Fire and Rescue Service's culture change programme

The Sub-Group considered report EFA/109/15 by the Acting Chief Fire Officer which set out the proposed governance arrangements to be adopted for the Expert Advisory Panel supporting Essex County Fire and Rescue Service's culture change programme. The Sub-Group's approval was sought for the proposed governance model and the associated supporting Terms of Reference for the Expert Advisory Panel.

The following points arose from consideration of the report:

- It was noted that Appendix B represented a summary of everything that had been agreed to date regarding the role of the Expert Advisory Panel. As such, it would act as a useful source of reference for a variety of audiences. The existence of clear boundaries between the Panel, the Fire Authority and the management of ECFRS were highlighted.
- Clarification was provided with regard to the scrutiny role to be fulfilled by the Expert Advisory Panel, and the role of Sir Ken Knight in terms of overall scrutiny of the Panel's work.
- Work was due to commence with the Chairman and Vice-Chairman of the Authority, together with the Group Spokespersons, to develop and agree a programme of training and development for Authority members.
- It was agreed that the list of those to be invited to formal meetings of the Expert Advisory Panel should remain as set out in Appendix B to the report (ie the membership should not be extended to include Councillor Guglielmi).
- It was noted that the minutes of the Sub-Group would be submitted to meetings of the Principal Officers Human Resources Committee and Essex Fire Authority.
- In noting progress towards the secondment of a Member Services Officer from one of the city, district and borough councils in Essex, the Sub-Group expressed a preference for the role to be undertaken by a single, named individual. The person concerned would be responsible for ensuring that all members of the Authority were kept up-to-date with regard to the Expert Advisory Panel's work, and progress on implementing the Cultural Review recommendations in general.
- There was a detailed discussion concerning the challenges associated with implementing cultural change, and various actions planned to help achieve it. It was acknowledged that staff needed to see evidence of change to allow them to have confidence in an organisation's commitment to it.

Resolved:

1. That the three-dimensional model set out at Appendix A to report EFA/109/15 be adopted as the governance arrangements for the Expert Advisory Panel supporting Essex County Fire and Rescue Service's culture change programme.

2. That the Terms of Reference for the Expert Advisory Panel, as set out in Appendix B to report EFA/109/15 and which support the governance arrangements adopted in Resolution 1 above, be agreed.

5. Progress report on the Cultural Review

The Sub-Group received report EFA/110/15 by the Acting Chief Fire Officer which provided a progress update on the delivery of the work programme required to improve the culture within ECFRS. The report was submitted in support of the decisions taken by Essex Fire Authority at its meeting on 7 October 2015. A progress report by the Chairman of the Expert Advisory Panel was attached as Appendix A.

It was noted that the next opportunity for Members to meet Steve McGuirk (Chairman of the Expert Advisory Panel) in person would be at the planned Authority workshop on 18 December. Subsequently, meetings would take place on a monthly basis.

The report, together with the progress report provided by the Chairman of the Expert Advisory Panel, attached as Appendix A, was **noted**.

6. Progress Report on the Management Review

The Sub-Group received a verbal update by the Acting Chief Fire Officer and the Director of Human Resources and Organisational Development on the proposed review of the Service's management.

In presenting the update, the Acting Chief Fire Officer advised that the design principles underpinning the review at all levels of the organisation had now been agreed. The structures for SMB and SDB had been agreed in principle, with discussions due to take place shortly with those directly affected, and a report seeking Members' agreement would be submitted to the Authority's meeting on 13 January 2016. Once the review of the top tiers had been completed, it was planned to review the remaining tiers over the next 12 – 24 months.

Members noted that the review would focus on the structure needed to deliver the Service's strategic aims.

The progress update was **noted**.

7. Independent Cultural Review Action Plan

The Sub-Group received the latest version of the Action Plan formulated to address each of the thirty five recommendations arising from the Cultural Review, which was circulated at the meeting. It was noted that the Plan was now due to be widely shared, and would be included on the agenda for the Fire Authority Meeting on 13 January 2016.

In introducing the Plan the Acting Chief Fire Officer advised that Recommendation 4 had been omitted due to the confidential nature of issues relating to the Chief Fire Officer.

Members received detailed commentary on the actions under each recommendation and gave them thorough consideration, noting progress where applicable. In relation to Action 1(6), the Sub-Group requested that particular efforts be made to ensure that the Fire Minister received regular progress updates.

The Action Plan, together with the progress made with regard to implementation, was **noted**.

8. Dates of Future Meetings

It was noted that future meetings of the Sub-Group would take place at 10.00am on the following dates:

- Thursday 7 January 2016
- Wednesday 10 February 2016
- Thursday 10 March 2016
- Tuesday 5 April 2016

The meeting closed at 12.05pm.

Signed.....

Chairman
7 January 2016

ESSEX FIRE AUTHORITY

Essex County Fire & Rescue Service



MEETING

**Principal Officers' Human
Resources Committee**

AGENDA ITEM

4

MEETING DATE

7 January 2016

REPORT NUMBER

EFA/001/16

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 Principal Officers' Human Resources Committee 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 Principal Officers' Human Resources Committee are asked to note the contents of this report and the progress report provided by the Chairman of the Expert Advisory Panel 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 twelve weeks that have elapsed since the meeting of Essex Fire Authority on 7th October, the Acting Chief Fire Officer, members of the Strategic Management Board and Members of Essex Fire Authority have met with and benefited from the support and guidance of members of the Expert Advisory Panel and through a continuous dialogue have:

1. Progressed discussions with Natasha Edmunds, the HR & OD Advisor to the Expert Advisory Panel on the Management Review. In relation to this specific action it can be confirmed that:
 - a) A set of design principles for this and future phases of the management review has been established.
 - b) The Acting Chief Fire Officer has proposed a management structure for the Strategic Management Board (SMB) and the Strategic Delivery Board (SDB) which seeks to satisfy the design principles. This has been tested in consultation with Natasha Edmunds.
 - c) The Acting Chief Fire Officer has held 'one to one' meetings with every member of SMB and SDB to explain the rationale for the proposed management structure, how it may affect the personally and the timetable for the approval and implementation of this first phase of the management review.
 - d) Members of the Essex Fire Authority received a presentation at the EFA workshop held on 18th December 2015 from Natasha Edmunds, the HR & OD Advisor to the Expert Advisory Panel, on the progress made on the management review to date and the next steps.
2. The governance arrangements which define how the relationship between Essex Fire Authority, the Service Management team and the Expert Advisory Panel will work in the months ahead has been finalised and approved by the PO HR Committee at its meeting held on 10th December 2015.
3. The Independent Review Action Plan has been drafted and will be presented formally to Essex Fire Authority on 13th January 2016. The PO HR Committee considered a draft version of this action plan at its meeting held on 10th December 2015. However since that time further progress has been taken against the actions contained within that version of the plan and as a result it can be confirmed that:
 - a) Action 1.5 – *'The relationship between the Fire Authority, the Service Management team and the Expert Advisory Panel to be defined'* – This is now complete – see 2 above.
 - b) Action 2.1a – *'Create a your voice employee forum of approximately 40 employees, representative of all areas and levels of the Service'* – This continues to progress with the inaugural meeting of this group being held on 7th December 2015 with a good cross section of staff groups represented.
 - c) Action 5.2 – *'Identify a range of organisations that can support the delivery of a Member development programme'* - This is progressing well and partially complete - The Acting Chief Fire Officer met with representatives from the Society of Local Authority Chief Executives (SOLACE) on 11th December 2015

and this organisation has now been commissioned to support the delivery of a Member development programme and Action 5.3 below. Members of Solace will meet with Members of the POHR committee and the Clerk to EFA on 7th January 2016 to discuss the outline for the EFA Member development programme.

- d) Action 5.3 – ‘*Establish a programme of development for senior and middle managers that seeks to raise political awareness and insight into the management of the political operating environment*’.- This is progressing well and SOLACE has now been commissioned to support the delivery this programme alongside the Member development programme discussed in Action 5.2 above.
- e) Action 11.1 – ‘*EAP HR & OD Advisor to undertake a review of senior management structure and make recommendations to SMB/EFA*’ – This is progressing well as reported in 1 above.
- f) Action 19.1 and 20.1- ‘*Create a sub group of the EAP who will act as a clearing house for live and current grievances*’ - This is progressing well. A sub group of the EAP has been established. A set of draft Terms of Reference have been prepared for the panel to consider. A process for undertaking the review of live grievance and discipline cases has been established and the Services Discipline and Grievance policies have been provided for consideration. Following a desktop review of the information provided, two members of this group met with staff representatives on 18th December 2015 and the initial findings will be presented to the Acting Chief Fire Officer on 8th January 2016.

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 Principal Officers’ Human Resources Committee.

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

The costs over a 24 month period for the Expert Advisory Panel to support this work are estimated to total £400k. Around £100k of this is expected to fall in the current financial year.

This information has previously been presented to Members at the meeting of Essex Fire Authority held on 7th October 2015 when it was resolved that Essex Fire Authority

- 9. Agrees to set aside a budget of up to £400k over the next 24 months to fund the processes required to support the implement the recommendations of the report.

This report presents the progress that has been reported by the Chairman of the Expert Advisory Panel and does not alter the financial implications already presented.

LEGAL 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 recommendations set out in this report support 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 action plan and address the associated recommendations could result in the Service failing to meet its obligations under the Equality Act 2010.

The recommendations set out in this report support the delivery of the work programme required to improve the culture within ECFRS.

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 – Third progress report by 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.	
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