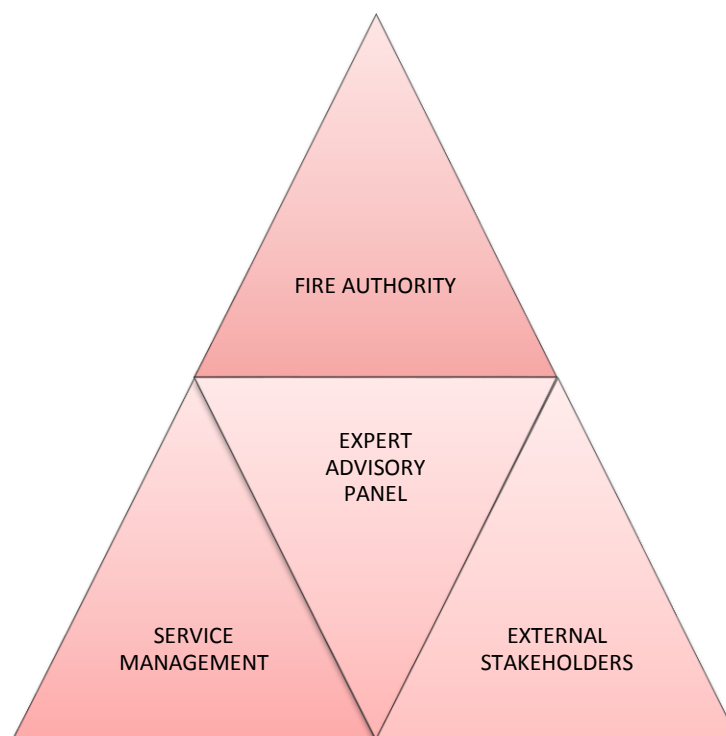


Expert Advisory Panel - Terms of Reference

Purpose of the Expert Advisory Panel

There are three principal roles of the Expert Advisory Panel which places it in a central relationship between the Fire Authority, Service Managers and a range of external stakeholders, as illustrated in the diagram below:



The three dimensions that underpin this central relationship are that:

- The Expert Advisory Panel's role should be to provide governance and reassurance around the necessary challenge and scrutiny that is required to delivery of the Independent Review Action Plan. (This will be complimentary to, but not instead of, the role of the Authority and the PO HR Culture Sub Committee which has delegated authority (though on occasions this aspect of the Panel's role may also require challenge to Elected Members).
- The Expert Advisory Panel's role should be to provide expertise and guidance where appropriate (hence the selection of specialist advisers with specific knowledge required to support Essex' transformation journey).

- The Expert Advisory Panel's role should be to coach and mentor - and support the professional development of key Officers (and also where appropriate Elected Members) to ensure they not only have the necessary skills to deliver the change, but also the necessary resilience and emotional intelligence.



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 (as reported through the Independent Cultural Review in September 2015) 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 focused*
- *Values driven*
- *Financially sustainable*

The 'values driven' priority for the Service strategy allows specifically for the delivery of those activities that are necessary to bring about the required culture change for the Service envisioned by the Independent Review of Culture undertaken by Irene Lucas CBE.

Terms of Reference of the Expert Advisory Panel

The terms of reference of the Expert Advisory Panel are to provide governance and reassurance around the necessary challenge and scrutiny that is required to delivery of the Independent Review Action Plan, to provide expertise and guidance where appropriate and to coach, mentor and support the professional development of key Officers (and Members where appropriate).

The Expert Advisory Panel will assist ECFRS and Essex Fire Authority to access, interpret and understand information and evidence upon which cultural transformation and organisational redesign can be based.

The Expert Advisory Panel will also make judgements regarding the relevance, potential and application of information and evidence. In particular it will:

1. Assess, scrutinize and challenge the development of the Authority's Independent Review Action Plan and assess its relevance in support of the Service Strategy 2016 to 2020.
2. Assess, scrutinize and challenge the delivery of the Authority's Independent Review Action Plan.
3. Assess, scrutinize and challenge the process for stakeholder engagement and consultation.
4. Assess, scrutinize and challenge the process for developing options for change that support organisational redesign ensuring that they support and guide the development of the required culture change for the Service.
5. Assess, scrutinize and challenge the change management capability being built throughout the Service to support the delivery of future change ensuring that it supports and guides the development of the required culture change for the Service.
6. To provide oversight and scrutiny to current disciplinary action to eliminate the perception of inconsistency or unfairness.
7. To provide oversight and scrutiny to allow a clearing house for dealing with un necessary number of vexatious and low grade grievances that are submitted.
8. To provide an independent route for whistle blowing and/or the escalation of incidents of this nature where the individual concerned may be uncomfortable with using existing arrangements.
9. Advise the Fire Authority on the quality, appropriateness, limitations and deliverability of the Independent Review Action Plan, the draft Service Strategy and the options for

change presented during public and stakeholder consultation, specifically as they relate to the potential to support and guide the development of the required culture change for the Service.

10. Prepare decision papers and presentations to support the Fire Authority.
11. Ensure that the Independent Review Action Plan is delivered in line with the directions and expectations of the Essex Fire Authority, taking account of the findings and recommendations of the Independent Cultural Review.

Formal meetings of the Expert Advisory Panel

Formal meetings of the Expert Advisory Panel will be held monthly on the third Tuesday of every month (January to April 2016) and then on the third Friday of every month (May 2016 onwards).

A meeting definition and agenda has been prepared which defines the purpose of the meeting in line with the Terms of Reference set out above. The chairman of Expert Advisory Panel, Steve McGuirk, will act as Chairperson for all formal meetings of the EAP as defined within the meeting definition and agenda below.

The following Officers, EFA Members and Expert Advisory Panel members will be invited to each formal meeting of the Expert Advisory Panel.

Expert Advisory Panel

- Steve McGuirk - Chair of Expert Advisory Panel
- Natasha Edmunds
- Linda Dickens
- Jim Barbour
- Sir Ken Knight (As and when required for formal reviews)
- Jim Owen Project Officer and Logistics: to EAP
- Member Services Seconded for EAP

Programme 2020 - Board Members

- Chair of the Fire Authority – Cllr Hedley
- Vice Chair of the Fire Authority – Cllr Holland
- Spokesperson, Labour Group – Cllr Kent
- Spokesperson, Liberal Democrat Group – Cllr Aspinell
- Spokesperson, UKIP Group – Cllr Erskine

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

Expert Advisory Panel – Meeting Definition and Agenda

Frequency	Monthly on the 3 rd Tuesday of the Month (until April 2016) Monthly on the 3 rd Friday of the Month (from May 2016)
Time & location	11:00hrs at Kelvedon Park (until April 2016) 11:30hrs at Kelvedon Park (from May 2016)
Duration	90 mins
Purpose	<p>There are three principal roles of the Expert Advisory Panel which places it in a central relationship between the Fire Authority, Service Managers and a range of external stakeholders. The Expert Advisory Panel's role is to:</p> <ul style="list-style-type: none"> • Provide governance and reassurance around the necessary challenge and scrutiny that is required to delivery of the Independent Review Action Plan. • Provide expertise and guidance where appropriate. • Coach, mentor and support the professional development of key Officers (and Members where appropriate)
Lead Time for Papers	24 hours

Standing Agenda	<ol style="list-style-type: none"> 1. Apologies 2. Minutes 3. Actions 4. Independent Review Action Plan - Progress Report 5. Items For Decision 6. Communication & Engagement 7. Risk Register 8. Issues Register 9. Any Other Business
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Approved

Date