

ESSEX FIRE AUTHORITY

Essex County Fire & Rescue Service



MEETING

**Audit, Governance & Review
Committee**

AGENDA ITEM

13

MEETING DATE

19 April 2017

REPORT NUMBER

EFA/064/17

SUBJECT

Programme 2020 – Highlight Report

REPORT BY

ACFO Adam Eckley

PRESENTED BY

ACFO Adam Eckley

SUMMARY

This report provides Members of the Audit Governance and Review Committee of the Essex Fire Authority with an update on the progress of Programme 2020.

RECOMMENDATIONS

Members of Members of the Audit Governance and Review Committee are asked to note the content of this report and provide an appropriate challenge where required.

BACKGROUND

Programme 2020 was established in February 2015 to oversee the work of ECFRS in pursuit of the Authority's strategic priorities of being a Service Led, Community Focussed, Values Driven and Financially Sustainable organisation.

This report specifically considers the progress of the Programme since the last report to the Audit, Governance and Review Committee in January 2017.

PROGRESS OF PROJECTS

On-Call Conversions Project

The project will manage the conversion of fire stations/fire engines to the On-Call duty system.

- Clacton conversion update - After a very positive response to the recruitment campaign, and following fitness and written tests and interviews, 20 successful candidates have progressed to the next stage of the process. Basic training for Clacton will begin in May 2017.
- Dovercourt conversion update - The recruitment campaign for the Dovercourt conversion started on 3rd April.

Off-Road Vehicle Replacement Project

Development of the vehicle specification continues.

Specialist Appliance Relocation Project

The project will ensure the appropriate future location of the Service's specialist capabilities. Through a series of papers to the Programme Board, the project has developed a planning assumption for each capability. These assumptions are now being used to create a detailed project plan, which will be considered by the Programme Board in May 2017.

People Systems Programme

This programme, which aims to review and deliver people business systems, so the Service can work in a more integrated and efficient way.

The project to implement a new HR and OD business system (HOBS) has completed the procurement process and the project plan is being developed in conjunction with the supplier. Data collection and cleansing in preparation for the new system is also underway.

People Structures Project

This project will ensure that the Service's people structures enable the delivery of the Authority's Strategy. Work within the project includes the following:

- Rank to Role - principles have been agreed and work continues on finalising the job descriptions for relevant roles.
- Grey Book/Green Book – principles are in development, which include the classification of whether the terms and conditions for a post will be considered Grey or Green book.

- Promotion and Talent Pool Process – the process was launched on 3rd April 2017. Assessment centres have been developed and assessor training has taken place in preparation.
- Flexi Duty Rota – principles are in development through engagement with stakeholders.
- Management Review – The management review will take departmental business plans and incorporated with outcomes of the Rank to Role, Grey Book/Green Book and Flexi Duty rota workstreams.
- Core Hours – modular training approach developed and engagement with stakeholders continues.

To allow additional engagement with stakeholders, the project has been extended and is now due to be completed in August 2017.

Green Book Job Evaluation Project

The plan was to deliver this project in three phases.

- Phase 1 - Evaluation of Green Book roles that have not previously been evaluated using the Hay methodology – mostly affecting Green Book employees with job descriptions pre 2011
- Phase 2 - Review of alignment of Hay points to the Service's current grade structure affecting all Green Book staff and setting up internal Hay job evaluation capability for future evaluations
- Phase 3 - Review of the Service's grade structure for all Green Book staff.

Phases 1 and 2 have been completed with changes to pay effective in the April payroll run. There are four possible outcomes for employees following the process;

- No change - 115 employees
- Salary increased – 45 employees
- Salary decreased – 33 employees - in these cases, pay protection will apply in line with our Policy for a three-year period beginning 1st April 2017.
- On hold - 72 employees – in a number of cases the process has been delayed one month to allow further consideration of the outcome.

Phase 3 will be delivered as a separate project by April 2018.

RISK MANAGEMENT IMPLICATIONS

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

FINANCIAL IMPLICATIONS

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

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