

ESSEX FIRE AUTHORITY

Essex County Fire & Rescue Service



Meeting of Essex Fire Authority

10:00	Wednesday, 13 January 2016	ECFRS Headquarters, Kelvedon Park,
--------------	---------------------------------------	---

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 Alan Bayley
Councillor Graham Butland
Councillor Jenny Chandler
Councillor Mark Coxshall
Councillor Michael Danvers
Councillor Andrew Erskine
Councillor Carlo Guglielmi
Councillor Anthony Hedley
Councillor Ivan Henderson
Councillor Ann Holland
Councillor Paul Honeywood
Councillor Michael Hoy
Councillor John Jowers
Councillor Catherine Kent
Councillor John Knapman
Councillor Maggie McEwen
Councillor James Moyies
Councillor Ann Naylor
Councillor Lady Patricia Newton
Councillor Pierre Oxley
Councillor Colin Seagers
Councillor Anne Turrell
Councillor Julian Ware-Lane
Councillor Andy Wood

Chairman

Vice-Chairman

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

Decision Items

- | | | |
|----------|---|---------------|
| 3 | Changes to the Fire and Rescue Service in Essex, Southend and Thurrock - approval of proposals for the Authority's second Public Consultation exercise
To consider a report by the Acting Chief Fire Officer (EFA/005/16) | 5 - 24 |
|----------|---|---------------|

Information Items

- | | | |
|----------|--|----------------|
| 4 | Progress report on the delivery of the work programme required to improve the culture within Essex County Fire and Rescue Service
To receive a report by the Acting Chief Fire Officer (EFA/006/16)

Please note that Appendix A to the report became available after the original despatch of the agenda, and may now be viewed online. | 25 - 34 |
| 5 | Independent Review Action Plan
To receive a report by the Acting Chief Fire Officer (EFA/007/16) | 35 - 80 |
| 6 | Report to Constituent Authorities
To receive a report by the Committee Secretary (EFA/008/16) | 81 - 82 |
| 7 | Date of Next Meeting
To note that the next scheduled meeting of the Authority will take place on Wednesday 17 February 2016 at 10.00am. | |

8

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.

9

Management Review

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

10

Application for Early Retirement

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

11

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.

Essex Fire Authority

Essex County Fire & Rescue Service



MEETING	AGENDA ITEM
Essex Fire Authority	3
MEETING DATE	REPORT NUMBER
13 th January 2016	EFA/005/16
SUBJECT	
Changes to the Fire and Rescue Service in Essex, Southend and Thurrock – approval of proposals for the Authority’s second Public Consultation exercise	
REPORT BY	
Acting Chief Fire Officer – Adam Eckley	
PRESENTED BY	
Acting Chief Fire Officer – Adam Eckley	

SUMMARY

This paper presents Members of Essex Fire Authority (EFA) with a set of proposals for changes to the organisational priorities of Essex County Fire and Rescue Service (ECFRS) and changes to the location and numbers of fire stations, fire engines and firefighters.

The decision on the future direction and resourcing of the Fire and Rescue Service in Essex, Southend and Thurrock will not be taken until June 2016 and therefore this second comprehensive public consultation exercise is an important part of the process to inform those important decisions.

This paper therefore outlines a number of proposed changes to the Fire and Rescue Service in Essex, Southend and Thurrock and seeks approval for the set of proposals upon which the next public consultation will be based and approval of the strategy for that consultation exercise.

RECOMMENDATIONS

Members of the Essex Fire Authority are asked to:

1. Approve a second public consultation based upon;
 - a. Future investment in Prevention and Protection services in line with the outcomes of the Authority’s first public consultation.
 - b. The three identified Operational Response model proposals outlined on pages 7 to 10 of this report

- c. Changes to the level of Council Tax funding

2. Approve the consultation strategy attached as Appendix B

BACKGROUND

Service Managers have been very open with all of our employees, their representatives and external stakeholders, that Essex Fire Authority faces a challenging future in which demand for the Authority's Prevention and Protection services continues to outstrip the Service's capacity to deliver; resources for the Authority's existing operational Response model are increasingly underutilised with a significant and sustained reduction in operational calls; all set against a backdrop of decreased future funding.

The Service is however well positioned to meet these challenges and Service Managers are confident that the Authority is well placed to develop the Service to meet them.

It is important that change is designed, planned, and consulted upon with the engagement of the widest range of stakeholders, which is why Essex Fire Authority established Programme 2020 in order to oversee and undertake this work.

In support of Programme 2020, the Authority has secured the services of 'The Consultation Institute' to both advise and quality assure our consultation arrangements against their established compliance assessment methodology to ensure that it meets either good or best practice standards.

After the completion of the consultation phase, a revised Corporate Strategy and business case for change will be prepared and will be presented to the Fire Authority for approval in June 2016. Collectively, the new Corporate Strategy, which will encompass the Authority's 'Integrated Risk Management Plan' (IRMP) and the business case for change will set out the details of those proposals for change adopted by the Authority and the mechanism to achieve those changes.

FIRST STAGE CONSULTATION

A pre-consultation publication, ('Leading The Way to a Safer Essex'), published in March 2015, set out the challenges and opportunities facing the Service and invited views on how the Service might respond to them.

The first stage consultation ran from 15 June 2015 to 6 September 2015 and asked for views on the standards and principles upon which future proposals for change would be developed. The results of the consultation were considered by the Essex Fire Authority at the meeting held on 7 October 2015 (EFA/083/15 refers). At that meeting it was resolved:

1. That the results of the consultation be noted.
2. That the following specific proposals be included to deliver the following activities through the next IRMP:
 - a. Delivery of safety messages to every school child in Essex
 - b. Ensure there is a working smoke alarm in 100% of households
 - c. Working with partner agencies in meeting the social needs of the vulnerable members of our communities

- d. Supporting the installation of systems such as sprinklers for the protection of buildings and occupants.
 - e. Working with drivers and riders to reduce the number of people killed or injured on the roads.
3. That the following actions be taken in the light of the views expressed through the consultation:
- a. The IRMP include specific proposals for investment in new technology to support the response to fires and other emergencies.
 - b. The proposed response standard for potentially life threatening incidents be adopted in the IRMP and used to develop the proposals for the next consultation exercise.
 - c. The proposed response standard for all incidents be adopted in the IRMP and used to develop the proposals for the next consultation exercise.
 - d. The Service brings forward proposals for changes which result in a reduction in operational resources.
 - e. The options criteria are used to develop the proposals for the next consultation exercise.

The options and proposals set out in this paper have been developed to reflect the resolution reached by Essex Fire Authority.

THE DEVELOPMENT OF OPERATIONAL RESPONSE OPTIONS

To ensure that all stakeholders had the opportunity to influence the future direction of the Service and the options being consulted upon, an options development process was undertaken between 20 October 2015 and 20 November 2015. All stakeholders were encouraged to submit options within the process and workshops were held with staff to help facilitate creative option development. A total of 291 options were submitted through this process and using a variety of channels.

One focus of the second public consultation will be the Authority's operational Response model; that is the number and location of fire stations, fire engines and firefighters. The Service commissioned ORH Ltd, an operational research consultancy with specific expertise and experience in this work to support the development of alternative operational Response options.

The Programme 2020 Team, supported by ORH, developed a range of alternative operational Response options which could support the delivery of savings between £6m and £14m. These options were tested against the Authority's revised response standards, as described in the first public consultation, by ORH and explored with Fire Authority members at a workshop on 18 December 2015.

The options for changes to the operational Response model do not present large numbers of fire station closures. Whilst demand for an emergency response has reduced significantly the modelling suggest that the majority of fire station locations would still be required to meet the Authority's revised response standards.

Following the EFA workshop with Service Managers and Members of Essex Fire Authority on the 18 December 2015, Officers were asked to prepare for a public consultation based upon three of the ten options presented, namely options C, F and H set out in table 1 below.

Of these three options, C and F are modelled to meet both of the Authority's revised response standards whilst option H is modelled to achieve the Authority's 10 minute standard for 'Potentially Life Threatening Calls' but marginally fails to achieve the '90% standard for attendance to all calls', albeit by a margin of just 0.2%, which could be addressed by improvements in the availability of 'On-Call' fire stations.

None of these three options seeks the closure of any fire stations and they offer a range of savings between £6.4m and £10m.

Further detail on the three proposals is given in the following section. The full details of all ten options are contained in **Appendix A**.

Please note that the remainder of this page is intentionally blank

Option	Fire stations	Fire engines	Wholetime staff	On-call staff	Saving (£m)	Standard 1		Standard 2	
						Predicted performance	Difference from current	Predicted performance	Difference from current
Current	50	74	570	437		91.3		09:28	
A	50	66	360	480	8.7	90.2	-1.2	09:42	00:14
B	50	67	360	490	8.6	90.2	-1.1	09:45	00:17
C	50	64	360	466	8.6	90.4	-1.0	09:38	00:10
D	50	67	360	493	8.6	90.5	-0.8	09:42	00:14
E	45	62	360	440	10.3	89.5	-1.9	09:53	00:25
F	50	66	432	456	6.4	90.9	-0.4	09:33	00:04
G	46	59	240	483	13.6	88.8	-2.5	10:00	00:32
H	50	64	336	467	10.0	89.8	-1.5	09:44	00:16
I	49	62	336	457	9.3	89.7	-1.7	09:45	00:17
J	49	62	264	487	12.0	89.4	-1.9	09:49	00:21

Table 1. Summary of options for changes to the operational Response model.

Standard 1 is to attend 90% of all calls within 15 minutes, measured from time of call to time of the first attendance.

Standard 2 is an initial attendance to potentially life threatening calls in an average of 10 minutes, measured from time of call to time of the first attendance.

Green indicates that the option is predicted to meet the response standard.

PROPOSALS FOR THE AUTHORITY'S SECOND PUBLIC CONSULTATION EXERCISE

Investment in Prevention and Protection services

Delivery against the five prevention and protection objectives, set out in the first consultation and supported by Essex Fire Authority, is estimated to require an additional investment in the Safer and Resilient Communities Directorate. Currently the Authority's Prevention and Protection activity costs £3.9m per year or 5.3% of the overall budget in 2015/16.

Essex Fire Authority is seeking to increase the amount of activity to prevent fires or other incidents occurring in the first place or to ensure that people are protected should an incident occur. To do this the Authority resolved to support the following key priorities;

- The delivery of safety messages to every school child in Essex.
- To ensure there is a working smoke alarm in 100% of households.
- To work with partner agencies in meeting the social needs of the vulnerable members of our communities.
- To support the installation of systems such as sprinklers for the protection of buildings and occupants.
- To work with drivers and riders to reduce the number of people killed or injured on the roads.

The increased activity to deliver the objectives above is estimated to amount to an additional £3m.

It is also estimated that up to 50% of this additional investment could be met by seeking to utilise the capacity that resides currently in the underutilised operational Response model by broadening the role of firefighters on fire stations. In recent discussions with a number of staff representatives this direction of travel has been welcomed, in fact, both the Retained Firefighters Union and the Fire Brigades Union have indicated that they would be willing to work with Service Managers to assist in the achievement of this broadened role for station based firefighters. The extent of the stated 'willingness' has yet to be explored but it should be a recognised as a positive direction of travel that should be examined in more detail during the consultation period.

Council tax

The Government's offer of certainty around the level of revenue support grant for the years until 2019/20 provides the Authority with the opportunity to consider the level of council tax as one factor in decisions around the level of operational response resources and the level of funding for prevention and protection activities.

Council Tax increases of 2% per annum from 2016/17 to 2019/20 will increase the Authority's income by £3.4m over this period. If this increase is foregone then the Authority will either need to agree further savings or not increase spending on prevention and protection activities. For 2016/17 the Authority will need to make a decision about the level of council tax before the public consultation on service changes, it will be able to set future policy when it agrees service changes in June 2016.

Investment in technology

The Authority and Service is already making significant investments in technology to support the response to fires and other emergencies including;

- 7 new heavy rescue fire engines
- 2 new Hazmat (Hazardous Materials) vehicles
- 35 new fire engines
- Thermal imaging cameras for every fire engine
- New breathing apparatus

We will also update and replace our firefighting personal protective equipment (PPE) between now and 2020.

Investment in training

The reducing demand for emergency responses reduces the opportunity for operational experience and therefore places greater emphasis on the need for realistic training and exercising. Savings realised from changes to our operational response model could be re-invested to allow increased opportunities for high quality training for all operational staff.

Changes to the Operational Response model

The sections below deal specifically with the proposals being brought forward for the consideration of the Fire Authority in relation to changes to the operational response model. At this stage, some aspects of the Authority's Response model are being considered and some remain unaltered, therefore it is important to understand the basis for those judgements.

Specialist appliances

The Service has a number of specialist appliances located at different fire stations. These include aerial ladder platforms (ALPs), swift water rescue, animal rescue and foam tenders, hazardous material vehicles and incident command vehicles.

The proposals at this stage are considering only pumping appliance locations and do not include specialist appliances. For simplicity 'pumping appliances' are termed 'fire engines' in all other sections of this paper.

Once a decision has been made on the location of all pumping appliances a further piece of work will be undertaken to ensure specialist appliances are located at the most appropriate fire stations.

It should be noted that across Essex all specialist appliances are now alternately crewed (Firefighters will either crew a pumping appliances, or have a choice of specialist appliances, depending on the immediate operational need). Consequently, the location of specialist appliances does not impact on the number of Fire Fighters required at any location.

The Service has four Pinzgauer appliances, which whilst used as frontline appliances, provide a specialist off-road capability. These vehicles are approaching end of life and will need to be replaced with a new off-road vehicle. These could be located at the current Pinzgauer locations or at other suitable fire stations.

In all of the Response model proposals shortlisted it is suggested that the Pinzgauer appliances will be removed from the following fire stations:

- Billericay fire station
- Manningtree fire station
- Burnham fire station
- Dunmow fire station (Note; a second fire engine is to be maintained at Dunmow)

Shift system

When considering the proposals that this paper includes, the Service has used within the model the time to respond to an incident with On-Call fire engines as 4 minutes and 32 seconds and 1 minute and 56 seconds for whole time fire engines¹.

Changing the shift pattern and including a 'wakeful night' (*which would have the impact of removing the delay in turnout at night by whole time fire crews*), would have a relatively small impact on response times. The average response to 'Potentially Life Threatening Calls' (PLTC's) would improve by only 4 seconds.

In addition the difference in demand between day and night does however offer an opportunity to reduce the level of Response capability at night by implementing shift patterns that allow different levels of wholetime cover during the day and night – for example - by not crewing the second fire engine at wholetime fire stations at night.

The impact of changing the whole time shift pattern, when measured against the benefits of doing so, have meant that we have not yet looked at this change as a proposal. The situation will be carefully monitored and there may be opportunity in the future to consider other proposals.

Day crewed fire stations

The 5 day crewed fire stations see an annual average demand of between 177 and 303 incidents per year. The Service has 13 on-call fire stations currently operating at this level of demand and higher. In all of the fire cover proposals shortlisted it is suggested that the following fire engines are to be converted from the Day Crewing duty system to the On-Call crewing system:

- Dovercourt fire station
- South Woodham Ferrers fire station
- Great Baddow fire station
- Waltham Abbey fire station
- Dunmow fire station

Response Model - Proposal 1

Response model proposal 1 is derived from option C in table 1 and is projected to deliver savings of £8.6m and is predicted to meet both of the Authority's revised response

¹ Times extracted from incident data captured by the Service

standards². Under the proposal the Service would have 64 fire engines, 15 of which are wholetime and 49 are On-Call. Specifically this proposal seeks to:

1. Remove the second fire engine from the following fire stations:
 - Orsett fire station
 - Rayleigh fire station
 - Loughton fire station
 - Southend fire station
 - Grays fire station
 - Corringham fire station
 - Frinton fire station
2. Change the crewing of the second fire engine at the following fire stations from wholetime to On-Call:
 - Clacton fire station
 - Harlow fire station

These changes would see a reduction in watch-based wholetime firefighters from the current 570 to 360 and an increase in On-Call firefighters from 437 to 466.

Response Model - Proposal 2

Response model proposal 2 is derived from option F in table 1 and is projected to deliver savings of £6.4m and is predicted to meet both of the Authority's response standards. Under the proposal the Service would have 66 fire engines, 18 of which are wholetime and 48 are On-Call. Specifically this proposal seeks to:

1. Remove the second fire engine from the following fire stations:
 - Orsett fire station
 - Rayleigh fire station
 - Loughton fire station
 - Corringham fire station
 - Frinton fire station
2. Change the crewing of the second fire engine at the following fire station from wholetime to On-Call:
 - Clacton fire station

These changes would see a reduction in watch-based wholetime firefighters from the current 570 to 432 and an increase in On-Call firefighters from 437 to 456.

² To get our first attendance to an incident within 15 minutes on 90% of occasions from the time we receive a call and to get our first attendance to a potentially life-threatening incident, within an average of 10 minutes from the time we receive a call.

Response Model - Proposal 3

Response model proposal 3 is derived from option F in table 1 and is projected to deliver savings of £10m. The initial modelling suggests that this proposal will meet the second of the Authority's revised response standards but fails to meet the first by 0.2%. Further modelling, using elevated On-Call availability figures, suggests that this proposal would meet the first of the Authority's revised response standards with an availability figure of 98%. Under the proposal the Service would have 64 fire engines, 14 of which are wholetime and 50 are On-Call. Specifically this proposal seeks to:

1. Remove the second fire engine from the following fire stations:
 - Orsett fire station
 - Rayleigh fire station
 - Loughton fire station
 - Southend fire station
 - Grays fire station
 - Clacton fire station
 - Harlow fire station
2. Change the crewing at the following fire station from wholetime to On-Call:
 - Brentwood fire station

These changes would see a reduction in watch-based wholetime firefighters from the current 570 to 336 and an increase in On-Call firefighters from 437 to 467.

CONSULTATION

This paper identifies three key areas upon which the Authority may wish to make decisions in June 2016; Investment in prevention and protection, changes to the level of council tax and changes to the Operational Response model. The consultation exercise will be designed to seek views on these three areas for consideration when those decisions are made.

The Service has commissioned 'The Consultation Institute' to assist planning and undertake a quality assurance process of the Authority's consultation. The quality assurance process will consist of; Scoping document sign-off, Project Plan sign off; Documentation approval; Mid-consultation Review, Closing date Review and Analysis and Report sign-off.

The consultation strategy is attached as **Appendix B** and sets out in full the scope of the consultation and the planned approach to consultation.

The consultation is planned to run for 12 weeks between 1 February 2016 and 25 April 2016. The consultation will use both quantitative (survey) and qualitative (focus groups) to seek views from our stakeholder groups.

The results of the consultation will be analysed and presented to the Fire Authority meeting on 8 June 2016.

RISK MANAGEMENT IMPLICATIONS

The IRMP is of itself a way of managing risks facing the Fire Authority and is based upon a Strategic Assessment of Risk (SAOR) across Essex.

The Fire Brigades Union has an ongoing trade dispute with the Fire Authority concerning;

- Terms, conditions and duty system in the Authority's Control Room.
- Changes or variations to emergency response resources
- Changes to duty systems
- Changes to terms and conditions of Grey Book employees.

The issues which this paper seeks approval for consultation fall within the scope of the trade dispute and have the potential to trigger notification of further action in support of that dispute.

FINANCIAL IMPLICATIONS

The costs of the consultation activities are included in the forecast expenditure for 2015/16 and the budget for 2016/17. In total the external costs of the consultation are estimated to be £45k, including the accreditation from the Consultation Institute and the Plain English Crystal Mark. Other costs relate to deliberative research and the analysis of consultation responses. Officer time in attending meetings and making presentations to partners are excluded from these costs and will be managed within existing workloads.

The consultation document will include a section setting out the financial position of the Authority and the reduction of £8m in government funding over the spending review period.

LEGAL IMPLICATIONS

Under Section 21 of the Fire and Rescue Services Act (the "Act") the Secretary of State promulgates a Fire and Rescue National Framework. Its overall purpose is to assist in providing strategic direction to fire and rescue authorities in the discharge of respective statutory obligations under relevant legislation.

Further, section 21(7) of the Act states... 'Fire and rescue authorities must have regard to the Framework in carrying out their functions....' (emphasis added).

Accordingly the Framework is a statute based guidance document and the Authority must do all it reasonably can and take all reasonable steps whilst carrying out its associated functions to have regard to its content in seeking to realise the ambitions and aspirations of the Government. Such aspirations are calculated to promote: ... 'public safety; the economy, efficiency and effectiveness of fire and rescue authorities, and economy, efficiency and effectiveness in connection with the matters in relation to which fire and rescue authorities have functions...'.

Similar terminology is used in the Authority's Constitution: ... 'POWERS OF THE ESSEX FIRE AUTHORITY ... The Essex Fire Authority, as a corporate body, will exercise all its powers and duties in accordance with the law, in particular the Fire and Rescue Services Act 2004, the Civil Contingencies Act 2004, and this Constitution. The Authority will also have regard to all relevant guidance, such as the Fire and Rescue National Framework...'.

The Authority therefore, has a duty to have regard to the Framework (in particular when creating and maintaining its Integrated Risk Management Plan) and such regard that is appropriate in all the particular circumstances in which the Authority is carrying out its associated Core functions.

USE OF RESOURCES

There are no specific implications directly related to this paper, at this time. The output of this consultation will inform the process for developing options for future change which will be considering the use of resource going forward.

ENVIRONMENTAL IMPLICATIONS

There are no specific environmental implications directly related to this paper.

EQUALITY IMPLICATIONS

There are no specific equality implications directly related to this paper.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985	
List of appendices attached to this paper:	
Appendix A: Operational Response Options	
Appendix B: Consultation Strategy	
List of background documents (not attached):	
EFA/083/15: Results of first stage IRMP consultation	
Proper Officer:	Acting Chief Fire Officer – Adam Eckley
Contact Officer:	Ben Pilkington Essex County Fire & Rescue Service, Kelvedon Park, London Road, Rivenhall, Witham CM8 3HB Tel: 01376 576000 E-mail: ben.pilkington@essex-fire.gov.uk

Station	Current	Option A	Option B	Option C	Option D	Option E	Option F	Option G	Option H	Option I	Option J
Southend	WT-WT	WT	WT-WT	WT	WT-WT	WT-WT	WT-WT	WT	WT	WT	WT
Basildon	WT-WT	WT-WT	WT-WT	WT-WT	WT-WT	WT-WT	WT-WT	WT-OC	WT-WT	WT-WT	WT-OC
Colchester	WT-WT	WT-WT	WT-WT	WT-WT	WT-WT	WT-WT	WT-WT	WT-OC	WT-WT	WT-WT	WT-OC
Chelmsford	WT-WT	WT-WT	WT-WT	WT-WT	WT-WT	WT-WT	WT-WT	WT-OC	WT-WT	WT-WT	WT-OC
Harlow	WT-WT	WT-WT	WT-WT	WT-OC	WT-WT	WT-WT	WT-WT	WT	WT	WT	WT
Grays	WT-WT	WT-WT	WT-WT	WT	WT-OC	WT-WT	WT-WT	WT	WT	WT	WT
Rayleigh	WT-WT	WT	WT	WT	WT	WT	WT	WT	WT	WT	WT
Orsett	WT-WT	WT	WT	WT	WT	WT	WT	WT	WT	WT	WT
Clacton	WT-WT	WT-OC	WT-OC	WT-OC	WT-OC	WT-OC	WT-OC	WT-OC	WT	WT	WT
Leigh	WT	WT	OC	WT	OC		WT		WT	WT	WT
Brentwood	WT-OC	OC-OC	OC-OC	WT-OC	WT-OC	OC-OC	WT-OC	WT-OC	OC-OC	OC-OC	OC-OC
Loughton	WT-WT	OC-OC	OC	WT	OC-OC	OC-OC	WT	OC-OC	WT	WT	WT
Braintree	OC-OC	OC-OC	OC-OC	OC-OC	OC-OC	OC-OC	OC-OC	OC-OC	OC-OC	OC-OC	OC-OC
Canvey	OC-OC	OC-OC	OC-OC	OC-OC	OC-OC	OC-OC	OC-OC	OC-OC	OC-OC	OC-OC	OC-OC
Dunmow	DC-OC	OC-OC	OC-OC	OC-OC	OC-OC	OC-OC	OC-OC	OC-OC	OC-OC	OC-OC	OC-OC
Witham	OC-OC	OC-OC	OC-OC	OC-OC	OC-OC	OC-OC	OC-OC	OC-OC	OC-OC	OC-OC	OC-OC
Maldon	OC-OC	OC-OC	OC-OC	OC-OC	OC-OC	OC-OC	OC-OC	OC-OC	OC-OC	OC-OC	OC-OC
Saffron Walden	OC-OC	OC-OC	OC-OC	OC-OC	OC-OC	OC-OC	OC-OC	OC-OC	OC-OC	OC-OC	OC-OC
Halstead	OC-OC	OC-OC	OC-OC	OC-OC	OC-OC	OC-OC	OC-OC	OC-OC	OC-OC	OC-OC	OC-OC
Dovercourt	DC-OC	OC-OC	OC-OC	OC-OC	OC-OC	OC-OC	OC-OC	OC-OC	OC-OC	OC-OC	OC-OC
Billericay	OC-OC	OC	OC	OC	OC	OC	OC	OC	OC	OC	OC
Epping	OC	OC	OC	OC	OC	OC	OC	OC	OC	OC	OC
Great Baddow	DC	OC	OC	OC	OC		OC		OC		
Waltham Abbey	DC	OC	OC	OC	OC	OC	OC	OC	OC	OC	OC
Wickford	OC	OC	OC	OC	OC	OC	OC	OC	OC	OC	OC
Frinton	OC-OC	OC	OC	OC	OC	OC	OC	OC	OC-OC	OC-OC	OC-OC
Shoeburyness	OC	OC	OC	OC	OC	OC	OC	OC	OC	OC	OC
Weeley	OC	OC	OC	OC	OC		OC		OC	OC	OC
South Woodham	DC	OC	OC	OC	OC	OC	OC	OC	OC	OC	OC
Stansted	OC	OC	OC	OC	OC	OC	OC	OC	OC	OC	OC
Old Harlow	OC	OC	OC	OC	OC		OC	OC	OC	OC	OC
Corringham	OC-OC	OC	OC	OC	OC	OC	OC	OC	OC-OC	OC	OC
Rochford	OC	OC	OC	OC	OC	OC	OC	OC	OC	OC	OC
Ingatestone	OC	OC	OC	OC	OC	OC	OC	OC	OC	OC	OC
Tiptree	OC	OC	OC	OC	OC	OC	OC	OC	OC	OC	OC
Ongar	OC	OC	OC	OC	OC	OC	OC	OC	OC	OC	OC
Hawkewell	OC	OC	OC	OC	OC	OC	OC	OC	OC	OC	OC
Manningtree	OC-OC	OC	OC	OC	OC	OC	OC	OC	OC	OC	OC
Coggeshall	OC	OC	OC	OC	OC	OC	OC	OC	OC	OC	OC
Newport	OC	OC	OC	OC	OC	OC	OC	OC	OC	OC	OC
Burnham	OC-OC	OC	OC	OC	OC	OC	OC	OC	OC	OC	OC
Brightlingsea	OC	OC	OC	OC	OC	OC	OC	OC	OC	OC	OC
Thaxted	OC	OC	OC	OC	OC	OC	OC	OC	OC	OC	OC
West Mersea	OC	OC	OC	OC	OC	OC	OC	OC	OC	OC	OC
Wivenhoe	OC	OC	OC	OC	OC		OC		OC	OC	OC
Leaden Roding	OC	OC	OC	OC	OC	OC	OC	OC	OC	OC	OC
Tillingham	OC	OC	OC	OC	OC	OC	OC	OC	OC	OC	OC
Wethersfield	OC	OC	OC	OC	OC	OC	OC	OC	OC	OC	OC
Tollesbury	OC	OC	OC	OC	OC	OC	OC	OC	OC	OC	OC
Sible Hedingham	OC	OC	OC	OC	OC	OC	OC	OC	OC	OC	OC
				Proposal 1				Proposal 2			
										Proposal 3	

WT-WT	2 wholetime fire engines
WT	1 wholetime fire engine
WT-OC	1 wholetime fire engine and 1 day drewed fire engine
DC	1 day crewed fire engine
DC-OC	1 day drewed fire engine and one on-call fire engine
OC-OC	2 on-call fire engines
OC	1 on-call fire engines
	Station closed

||

Appendix B Agenda item 3

CONSULTATION STRATEGY

SCOPE

The purpose of this consultation is to seek views from all stakeholders on a number of specific options for changes to organisational priorities of Essex County Fire and Rescue (ECFRS) and changes to the number and location of fire appliances and employees.

These views will be taken into consideration when the Essex Fire Authority (EFA) makes its decision(s) on the Integrated Risk Management Plan and any changes to the Service in June 2016.

Whilst the consultation will seek the views of all stakeholders it does not replace the statutory consultation with affected employees and the Service's Consultation and Negotiation framework.

CONTEXT

This consultation is the second to be undertaken as part of ECFRS' Programme 2020, a transformation initiative designed to respond to the challenges facing the organisation including but not limited to the reduction in funding.

The first consultation ran between June and September 2015 and asked for views on principles and standards including response times to emergency incidents. This consultation will ask about the specific alternative options for the Service.

At this stage the future financial picture is incomplete.

PRINCIPLES

We will adopt the following principles of good consultation:

- Consultation must take place when the proposal is still at a formative stage;
- Sufficient reasons must be put forward for the proposal to allow for intelligent consideration and response;
- Adequate time must be given for consideration and response ; and
- The product of the consultation must be conscientiously taken into account.

STAKEHOLDERS

Stakeholder group	Subgroups for consideration	Notes
Our staff	Wholetime staff, retained duty system staff, support staff.	We will seek the view of all our staff.
	Representative bodies	There are 4 recognised representative bodies; The Fire Brigades Union, The Fire Officers Association, The Retained Firefighters union and UNISON.

The public	Geographic	<p>We wish to seek the views of people across the whole of the area we serve.</p> <p>Essex Fire and Rescue Service covers the areas of Essex, Southend and Thurrock and consultation will seek feedback from all areas. .</p>
	The equality duty covers the nine protected characteristics: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.	<p>We have a duty to:</p> <p>Remove or minimise disadvantages suffered by people due to their protected characteristics.</p> <p>Take steps to meet the needs of people from protected groups where these are different from the needs of other people.</p> <p>Encourage people from protected groups to participate in public life or in other activities where their participation is disproportionately low.</p> <p>Our consultation activity is planned to ensure we encourage the inclusion of key groups.</p>
Partner organisations	Other emergency services	Essex Police, East of England Ambulance Trust
	Other Fire and Rescue services	Regional and bordering FRSs
	Local authorities	In addition to Essex County Council, Thurrock Council and Southend Borough Council there are 12 District Councils in our area of Service.
	Voluntary organisations	We have many partnerships with organisation in the voluntary sector. We are members of Essex Voluntary Network and will use them as a conduit for consultation activity.
Essex MPs		We will ensure that all Essex MPs are specifically briefed on the consultation.
Parish Councils		We will contact all Parish Councils through the Essex Association of Local Councils.
Business community	Small, medium, large	We specifically wish to engage with local businesses to seek their views on our priorities.

CONSULTATION QUESTIONS

The consultation will set out a preferred option for the design of the organisation which will include the, budget and priorities of the organisation as well as the number and location of buildings, vehicles and employees.

A number of other options will be set out to give stakeholders a range of alternatives to consider alongside the Service's preferred position.

The questions to be asked of stakeholders:

Q1. We have laid out our preferred options for the future and series of alternatives. Which option do you have a preference for?

Dropdown with:

Preferred option

Alternative 1

Alternative 2 ... (as many alternatives as required)

I do not support any of the options.

I have no preference

Free text comments

Q2. Are there any other comments you would like to make about the proposals set out in this consultation?

Free text comments

In addition to the consultation questions the survey will ask a set of optional questions to allow the Service to monitor the effectiveness of the consultation.

CONSULTATION PERIOD

The consultation will run for 12 weeks between 01/02/2016 and 25/04/2015.

CONSULTATION DOCUMENT

We will produce a single consultation document for all stakeholders:

- The document will be succinct with no need for a summary document
- The document will be available online from our website as a PDF
- The document will be written in plain English
- A number of hard copies will be produced and distributed

In addition to the consultation document we will publish, and provide details of how to access, all relevant information which formed part of the production of the options we are consulting upon. This will include the Strategic Assessment of Risk and the fire cover modelling reports which detail the impact of the changes on

Accessibility

Contact details, including freepost and Freephone, will be provided in the consultation document and relevant publicity material for stakeholders to request alternative formats of the consultation document.

We will also produce and publicise signed (BSL) and audio transcribed versions of the consultation document.

CONSULTATION METHODOLOGY

The consultation will use both quantitative and qualitative techniques to collect stakeholder views.

Quantitative

The consultation document and associated publicity will point towards the survey questions and invite response through the online survey or hard-copy questionnaire.

An online survey will be set-up as the preferred method of response to the consultation.

The consultation document will contain a tear-out questionnaire.

Qualitative

Deliberative research (focus groups or forums) will be commissioned to seek the views of stakeholder groups. These will cover:

Our people: To encourage open discussion of views specific sessions will be run for different groups, including; wholetime firefighters, retained duty firefighters, wholetime middle managers, support staff middle managers and other support staff.

The public: We will hold focus groups in a number of locations across Essex, Southend and Thurrock. The focus groups will be targeted to areas where changes to the response model are being proposed.

Partner organisations: Two partner focus groups to be held.

Businesses: A specific event or events to elicit the views of the business community in Essex, Southend and Thurrock will be held.

It is also accepted that many stakeholders, particularly those representing partner organisations will prefer to respond in a less structured way and these responses will be captured by the Programme and presented as part of the final consultation report.

PUBLICISING THE CONSULTATION

The publicity of the consultation will be managed through the 2020 Programme team by the corporate communication, media and marketing section of Essex Fire and Rescue Service.

Listed below are the mechanisms and conduits that will be used to publicise the consultation document. The document will be sent electronically and where appropriate additional hardcopies, with Freephone and Freepost arrangements in place to support this.

- Social media
- ECFRS Web-site
- ECFRS Intranet site

- Weekly e-brief (internal)
- Local Authority News letters
- Presentations to Local Authorities
- Press release to all local news organisations
- Radio Interviews
- Emails contacts
- Hard copies distributed
- Chamber of Commerce
- Roundtable groups
- Essex Association of Local Councils
- Public exhibitions

The main difference from the first consultation is the inclusion of public exhibitions. These will be public events which the Service will use to provide information to members of the public on changes forming part of the consultation.

INFORMATION MANAGEMENT

All responses will be logged in a single spreadsheet

We will publicise specific postal, email and telephone contacts for the consultation to channel all responses to a single point. All responses will be assigned a reference number and logged in the master responses spreadsheet.

All responses will be stored electronically on the 2020 Programme secure shared drive. Hard copies of any correspondence will be scanned and the originals retained.

Telephone messages will be summarised electronically and saved to the shared drive.

Email messages will be saved to the shared drive.

Contacts relating to the consultation, including responses, may be received in other areas of the Service. These will be forwarded to the consultation email account and dealt with as above.

ANALYSIS AND REPORTING

It is anticipated that both the quantitative (survey) and qualitative work to support the consultation will be undertaken by an external provider. The specification for that work will include the provision of a report analysing and summarising the responses to the consultation. This report will form part of the report produced by the Programme Team for consideration by the Fire Authority at the meeting of the 8th June 2016.

The report will be presented in such a way as to allow members of the Fire Authority to understand the views of the different stakeholder groups.

We will not identify members of the public in the report. Responses from elected representatives and organisations will be identified (this will be highlighted when seeking consultation responses).

FEEDBACK

We will publish a report summarising the consultation responses and opinion research we have undertaken. We will inform those who have contributed to the consultation of the results and what will happen as a result of the consultation.

ESSEX FIRE AUTHORITY

Essex County Fire & Rescue Service



MEETING

Essex Fire Authority

AGENDA ITEM

4

MEETING DATE

13 January 2016

REPORT NUMBER

EFA/006/16

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 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 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 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.

This is the second report of this nature to be reported to Essex Fire Authority. Regular progress reports have been made on a monthly basis to meetings of the Cultural Review Sub Group of the Authority's Principal Officers' Human Resources committee. This paper therefore builds on all previous reports.

In the thirteen 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:

- Developed a clearer understanding of the current operating context within the Service and the relationship between the Lucas report, its findings and recommendations and the work already being undertaken as part of the Authority's Programme 2020.
- Determined a range of immediate priorities for the Service which includes an urgent review of the Service's management structure. Since that first meeting with the EAP the Acting Chief Fire Officer has 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 set of design principles for this and future phases of the management review has been established.
 - 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.
 - 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 them personally and the timetable for the approval and implementation of this first phase of the management review.
 - 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.
 - Members of the Essex Fire Authority will receive, as part of today's meeting agenda, a report from Natasha Edmunds on her findings and recommendations following the management review.
- Discussed in detail the strategic challenges facing the Authority and the Service in the years ahead and how the Service strategy should be developed to ensure an appropriate and timely response to those challenges.
- Established a formal governance arrangement to ensure the wishes of the Essex Fire Authority are enacted, through a sub group of the Principal Officers' Human Resources Committee. The POHR committee met on 17th November 2015 and

Members resolved:

1. That a Cultural Review Sub-Group comprising five members of the Principal Officers' Human Resources Committee (Councillors Aspinell, Erskine, Holland, Guglielmi and Kent) be established to provide the governance, oversight and scrutiny to the delivery of the work programme required to improve the culture within ECFRS.
 2. That future meetings of the Cultural Review Sub-Group take place as follows:
 - Thursday 10 December 2015 (10am)
 - Thursday 7 January 2016 (10am)
 - Wednesday 10 February 2016 (10am)
 - Thursday 10 March 2016 (10am)
 - Tuesday 5 April 2016 (10am)
 3. That the four roles of the external Expert Advisory Panel, as detailed within report EFA/097/15, together with their use as a benchmark to evaluate success going forward, be agreed.
 4. That, upon the advice of the Panel Chairman, the following be appointed to support the work of the external Expert Advisory Panel:
 - Sir Ken Knight
 - Linda Dickens
 - Jim Barbour
 5. That, upon the advice of the Panel Chairman, Jim Owen be appointed as project officer and logistical support to the work of the external Expert Advisory Panel.
 6. That the secondment of a Member Services Officer to support the work of the Committee and the Cultural Review Sub-Group be sought from the Essex district, borough and city Councils in the first instance, and subsequently from the Constituent Authorities.
- 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.
 - The Independent Review Action Plan has been drafted and will be presented formally to Essex Fire Authority at today's meeting. 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:
 - 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 above.

- 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.
- 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 are scheduled to 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.
- 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.
- 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 above.
- 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 are being 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 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 **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.

The latest information on the costs of the Expert Advisory Panel covers the period to the end of November when costs of £29k had been incurred.

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 – 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 and EFA/097/15.	
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

PROGRESS REPORT – EXPERT ADVISORY PANEL

INTRODUCTION:

This is the second progress report to the Full Fire Authority from me, as the Chair of the Expert Advisory Panel, and marks three months since the Panel was agreed (7th October 2015).

It has been a very busy period indeed, and the body of the paper (for which this progress report is an Appendix) does a good job of summarising much of that activity. So I do not propose to repeat that here.

However, I have set out below, for the sake of completeness, the “*look forward*” I presented in my first report last year, because these very much represent the foundations and mechanisms necessary for enduring change:

- ***Work with senior management to take the management review forward - projected conclusion of analysis Christmas 2015***
- ***Establish more regular “visit” programme - but also other interaction such as teleconferencing, member development activity - and ensure key milestones around recommendations are taken account of in the coming months (but also see comment below about Paper on “Design of the Panel).***
- ***Establish the support arrangements for both the Panel and Committee.***
- ***Set up a meeting with the whole panel (this was subject to the agreement of the Committee to the additional Panel members) and clarify roles and responsibilities of the Panel members - and communicate to all (but also see comment below about Paper on “Design of the Panel).***
- ***Establish a “working principles” agreement between the Panel and the Senior Managers (to be agreed by the Sub Committee) to avoid any confusion and ambiguity within the Service and wider governance.***
- ***Meet the full Authority.***
- ***Support the CFO in the development of Programme 2020 consultation but the development of the longer term strategy necessary to lay out the future direction for the Service.***
- ***Understand implications of CSR 2015 and its relationship to the Service/Authority 2020 Programme but particularly in the context of culture change and direction of travel for the Service.***

These actions have virtually all been achieved, which is very pleasing to report and, in addition, considerable work has been undertaken reviewing discipline/ grievance issues (also covered in the body of the paper accompanying this Appendix - initial feedback given to the Chief Fire Officer on 8 January 2016).

As mentioned, the actions taken, so far, very much represent putting in place the foundations for enduring change. Like many foundations, however, whilst it will be recognised that a strong basis upon which to build is needed, “practical difference” will not necessarily be readily apparent or truly visible to the wider workforce. This will hopefully now start to intensify and be more observable as we go forward in the New Year (see comments below on next steps) and there are items on today’s EFA meeting agenda that kick start that process.

The Management Review, for example, represents a very big change for many people in the organisation and a very big change for the organisation itself. The Discipline Review and Grievance Review likewise.

But it’s also worth saying more about the background and context to the work of the last three months, as this is not just history but will have enormous impact on the trajectory going forward.

CONTEXT

The last two bullet points above talk about supporting the work behind Programme 2020 in the context of CSR and supporting the culture change necessary to enable transformation but, as events have unfolded, much more has happened that is germane:

- ***The publication of the consultation paper around moving governance responsibility for fire and rescue from Fire Authorities to local Police and Crime Commissioners (that consultation has now closed although the government’s response has not yet been made known).***
- ***Notwithstanding the proposal to change local governance arrangements, the Government on 5th January nevertheless announced that responsibility for fire policy would move away from DCLG to the Home Office and Mike Penning MP (a former Essex Firefighter) now has responsibility for fire and rescue.***
- ***This would seem to suggest the government has a strong desire to see much closer collaboration and has already taken action to progress that and so it can be anticipated that this will be a matter for serious consideration in Essex in the near future - with the consultation outcome highly likely to endorse the direction of travel expressed in the document.***
- ***Much of the detail for what this means has yet to be determined – and much of which will affect every fire and rescue service; but there is one area that most affects Essex in the context of the Culture Review and the Panel, and that is the question of an “Inspectorate”.***
- ***Currently, there is no Fire Inspectorate, rather a Chief Fire and Rescue Adviser, but, had there been one when the Lucas Review was published, then they would have almost certainly played a bigger part in the aftermath of the Review with both powers and duties to do so. It should be stressed, here, that there is nothing but speculation at the moment, and little may change in this respect.***
- ***But, in the event that responsibility for “Inspection” of fire authorities passes to HMIC then it is possible that there will be a review of the work of the Panel, and some judgement made about the approach of the Authority to tackling the issues highlighted in the Review. (Self-evidently, everything done already and being done going forward can only assist a positive judgement).***
- ***The Autumn Statement and subsequent financial settlement for fire and rescue authorities - as anticipated - creates a very difficult challenge with major savings required; and there is really no possibility of making those savings without***

downsizing the Service considerably. But beyond this purely financial aspect, there is also little doubt that the governance changes outlined represent the start of a change and transformation journey that will be challenging for all fire and rescue services (and indeed Police Forces) - but particularly so for Essex given the legacy of industrial relations and culture - and the difficulty in achieving negotiated change - described in the Lucas Review.

It's important to be explicit that, the issues described here are not directly matters for the Panel - they are clearly the domain of the Fire Authority and the Service.

But it's also important to acknowledge that, whilst achieving culture change is hard enough, achieving it against these major environmental factors adds another, difficult layer. It underlines why "quick wins" are easy to express, but much more difficult to manifest in reality.

So, the context here remains highly relevant to the work of the Panel supporting the Authority and Service. Indeed, it's not unfair to go further to suggest that addressing the size and nature of the challenges identified will not be part of the culture change, but will only really be possible with, and because of the culture change programme.

NEXT STEPS FIRST QUARTER 2016

As identified, many of the foundations for change have gone in and the Panel and Service can start to get much more in to "steady state". But a few of the practical next steps are set out briefly below:

- ***Finalise the report/ review on discipline and grievances with clear recommendations about how to improve - including where external assistance/ support may assist.***
- ***Move to attending/ supporting the 2020 Programme Board on a monthly basis in a Non-Executive capacity (scrutiny/challenge role - first meeting January 18th).***
- ***Move to monthly EAP meetings to follow the Programme Board - the first of these to accept the agreed action plan and subsequent meetings to sign off progress against key actions.***
- ***Initiate the sub group of the "Your Voice" staff engagement group (to be chaired by Jim Barbour) as a staff sounding Board for the EAP.***
- ***Support the introduction and implementation of the Management Review.***
- ***Support the proposed programme of development for elected members and officers.***
- ***Allocate roles and responsibilities for panel members to ensure clarity going forward - and from this any bespoke or specific pieces of work required to be undertaken by individual Panel Members.***
- ***Establish the support arrangements/ programme management arrangements for the Independent Review Action Plan and the work of the POHR Cultural Sub Committee.***
- ***Support the continued engagement of government stakeholders - Officials and Ministers - in the transition from DCLG to Home Office and in particular if there are changes around the issue of Inspection.***
- ***Develop an approach to a six month Reassurance Review (in conjunction with Sir Ken Knight and against the backdrop of the governance changes described already).***
- ***Further develop communications and staff engagement with the panel but without circumventing or cutting across line management or Service Management.***

CONCLUDING COMMENT:

It was discussed in the early stages of the Panel that there is no precedent in the Fire and Rescue Service for an Expert Advisory Panel of this nature and there was a risk of ambiguity between the role of Officers and Members and the Panel.

That risk has been managed well and there is now clarity and understanding and agreed protocols.

It was also discussed in the early stages of the Panel that to be effective it must be capable of bringing together the three arms of the Service in Essex - the Authority, the Service and staff and their representatives – in a way that is challenging and progressive; but in a way not seen as partisan in any respect. And the Panel must be able to do this against the backdrop the highly critical content of the Culture Review and the social and political changes going on around us.

There is no doubt that this has been difficult territory for members of the panel to navigate (and will continue to be so), but has also been challenging for Members and Senior Officers to navigate. The personal and professional impact for the people concerned should not be underestimated.

Nevertheless, there is also scope for being very positive as a lot has been achieved in a relatively short space of time.

Many stakeholders are reassured that the Authority has taken the implications of the Review very seriously indeed, the Authority has made a strong commitment to leading the way forward and they have a clear governance approach and action plan to do so.

Could I again thank Members of the Authority and the Service for their continued support and engagement.

STEVE McGUIRK CBE, DL, QFSM

ESSEX FIRE AUTHORITY

Essex County Fire & Rescue Service



MEETING

AGENDA ITEM

Essex Fire Authority

5

MEETING DATE

REPORT NUMBER

13 January 2016

EFA/007/16

SUBJECT

Independent Review Action Plan.

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 Essex Fire Authority with the management action plan that has been prepared following the publication of the of the Independent Cultural Review of Essex County Fire and Rescue Service (conducted by Irene Lucas CBE) and presented to the Fire Authority in September 2015.

The action plan presented today supports the resolutions reached by Essex Fire Authority at its meeting of 7th October 2015 when the Authority accepted, in full, the 35 recommendations made within the report.

RECOMMENDATIONS

Members of Essex Fire Authority are asked to:

1. Note the contents of the Independent Review Action Plan attached as **Appendix A** to this report.
2. Note the next steps in the development of the Independent Review Action Plan and how progress against the action plan will be monitoring by the Cultural Review sub group of the Authority's Principal Officers' Human Resources Committee.

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:

2. Instructs the Acting Chief Fire Officer to produce an Implementation Action Plan as a matter of priority for consideration by the Authority. The plan to set target dates for completion of each recommendation and to identify those recommendations requiring input from the Expert Advisory Panel.

The Independent Review Action Plan was initially drafted in the weeks following the publication of the Lucas report and has subsequently been revised a number of times in consultation with the Expert Advisory Panel.

The Cultural Review sub group of the Authority's Principal Officers' Human Resources Committee considered the 7th draft version of this action plan at its meeting held on 10th December 2015. However since that time further progress had been taken against the actions contained within that version of the plan and these have been reported in the progress report elsewhere on today's meeting agenda and therefore will not be repeated here. These changes have now been reflected in the 8th draft version of the Independent Review Action Plan which is attached as **Appendix A** for the consideration of Members who are asked to note the contents of the Independent Review Action Plan

It is also relevant to note that 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 Cultural Review sub group of the Authority's PO HR Committee at its meeting held on 10th December 2015. For completeness the Terms of Reference approved at that meeting have been attached as **Appendix B**. These clearly define how progress against the action plan will be monitoring by the Cultural Review sub group of the Authority's Principal Officers' Human Resources Committee and the role that the Expert Advisory Panel will play in support the Authority and the Service in providing challenge and scrutiny to the activities contained in the Independent Review Action Plan.

Next Steps

Following the presentation of the Independent Review Action Plan to Essex Fire Authority the following next steps will be taken:

1. The Independent Review Action Plan will be provided to all recognised Trade Unions for their comments and feedback.
2. Once any further feedback has been received a final version of the Independent Review Action Plan will be prepared and produced for circulation to a range of interested stakeholders. This will serve as the Authority's formal response to the report of the Independent Cultural Review of Essex County Fire and Rescue Service.

3. Progress against the Independent Review Action Plan will be monitoring by the Cultural Review sub group of the Authority's Principal Officers' Human Resources Committee in line with the Terms of reference attached as **Appendix B**.
4. Progress against the Independent Review Action Plan will be reported to each meeting of Essex fire Authority for the next 20 months.

Members are asked to note the next steps in the development of the Independent Review Action Plan and how progress against the action plan will be monitoring by the Cultural Review sub group of the Authority's 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 **Appendix A** effectively establishes the bulk 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 Independent Review Action Plan for the consideration of Members 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 establish 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 – 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 and EFA/097/15.	
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



Agenda item 5 (EFA/007/16)

Appendix A - Independent Review Action Plan

No.	Review Recommendation	Report Context	How will this help to change our culture?	Action Requirement	Priority	Responsible Person	Resources Required	Time Line	Progress Commentary
1	An external Expert Advisory Panel with a range of skills and backgrounds, and accountable to the FRA, should be appointed as soon as possible to provide strategic advice to the organisation for the next 24 months. The Panel will comprise senior people, experienced in addressing challenging organisations who will provide strategic advice to the FRA and senior officers on the leadership and change now needed.	Leadership clearly important in determining effectiveness of culture change.	Independent oversight of change process and external validation and challenge to the Authority, the Service, senior managers, representative bodies and staff. Visible emphasis placed on the importance of the values work stream within the Authority's 2020 Programme. Staff can see decisive action and feel reassured to cultural change is being managed and that the advice of independent experts is shaping that change.	1	1	A/CFO	As identified in EFA/081/15	October 2015	Complete - Essex Fire Authority supported the recommendation to appoint an external Expert Advisory Panel on 7 October and first meetings held with Members, Officers and some representative bodies on 8 October
				2	1	A/CFO	As identified in EFA/081/15 & EFA 097/15	November 2015	Complete – Arrangements established in principle by EFA on 7 th October. Further appointments to the EAP proposed to the first meeting of the PO HR committee on 17 th November 2015.
				3	1	A/CFO	As identified in EFA/081/15 & EFA 097/15	November 2015	Complete – Arrangements established in principle by EFA on 7 th October. Monthly meetings of the PO HR committee established from 17 th November 2015.
				4	1	A/CFO	Values work stream co-ordinator As identified by the Chairman of the EAP	October 2015	Complete – The Authority has approved project support for the EAP (Jim Owen) and also Member support (seconded Member Services officer). In addition an internal project co-ordinator has been appointed.
				5	1	A/CFO	Within existing resources	December 2015	Complete – Governance arrangements between the Fire Authority, Service Managers and the EAP approved by the PO HR committee on 10 th December 2015.
				6	1	A/CFO	Within existing resources	December 2015	In progress – Some communication activity has already taken place however this will be formalised in line with the outcomes of activity 1.5 above.

No.	Review Recommendation	Report Context	How will this help to change our culture	Action Requirement		Priority	Responsible Person	Resources Required	Time Line	Progress Commentary
2	A cross section of staff should be involved and engaged in the development of the vision, values, strategies and plans to bring a whole organisation perspective to the processes and to engender a sense of ownership.	'Increased visibility, consultation and communication, whilst consulting and engaging staff and their representatives appropriately during periods of change, demonstrating a willingness to listen and act accordingly to allay fears.'	Staff should feel involved and empowered and see how they influence the future of the Service. Staff 'own' the future service deliver approach. Staff engagement levels should rise Engagement strategy outcomes indicate the values are being demonstrated by all Engagement strategy outcomes should show people are clear about the vision, strategy and their role within it Employee relations should improve	1	a) Create a 'Your Voice: Employee Forum' of approx. 40 employees representative of all areas and levels of the Service. b) Cultural change employee panel to be established as direct conduit to Expert Advisory Panel supported by EAP	1	Director HR&OD	£2k initial budget for 'Your Voice' Potential for payment to 'On Call' personnel Remainder within existing resources	December 2015	2.1 a) In progress – The inaugural meeting of the Your Voice Employee group was held on 7 th December 2015 with a good cross section of staff groups and Departments represented. 2.1 b) In progress – Now additional panel members are in position further work can be completed on establishing Terms of Reference for the Cultural Change Employee Panel
				2	Employee Engagement plan reviewed and updated with activity discussed with Trade unions and Expert Advisory Panel	1	Director HR&OD	Within existing resources	November 2015	Complete – Engagement action plan un-paused and work under way to implement this.
				3	Options development process designed to offer a range of opportunities of staff to be directly involved in developing options for future Service delivery.	1	Director HR&OD	Programme 2020 Within existing resources	October & November 2015	Complete - Creative thinking - Options Development workshops have been held with managers and staff across the county. A series of Trade Union workshops have been held and opportunities for all Staff Representative to engage in developing an understanding of the current and future operating context and assist in or contribute to the development of options.
				4	Values workshops will be held to explore people's experiences at work and identify how people want to feel at work and how the Service will achieve that.	2	Director HR&OD	L&D Budget TBC	January to March 2016	

No.	Review Recommendation	Report Context	How will this help to change our culture	Action Requirement		Priority	Responsible Person	Resources Required	Time Line	Progress Commentary
3	Ensure that all staff understand their role in delivering the strategy by making the strategy simpler with a concise summary that can be prominently displayed.	<p>The review found that whilst there was understanding of the vision and the values of the organisation there was no belief in either and the behaviours of the organisation did not model the values.</p> <p>There was poor awareness of the strategic plans and a sense that the document was unimportant to the majority of the workforce.</p>	<p>Build on aspects for the review which highlighted good understanding of strategy.</p> <p>Through IRMP options process, staff and will have had an opportunity to influence communication of vision, ensure a further developed understanding of the vision and consequently their role in it.</p> <p>As we deliver difficult change decisions staff and their representatives should feel more involved, thus minimising the risk of disengagement and possible industrial action.</p>	1	Write a Service Strategy 2016 to 2020 document that provides a clear narrative of how the political and professional leadership of EFA see the next five years, which will include the impact of future political/governance changes and cultural change challenges.	2	A/CFO	Within existing resources	January to June 2016	<p>In Progress – This was a defined intent of the Authority’s Programme 2020 along with the development of the Authority’s IRMP and Organisational Change programme.</p> <p>The framework for functional aims has been established in support of the organisational purpose and this is currently being explored further with SMB colleagues.</p> <p>The outcomes of this work will be presented to the Fire Authority in June 2016.</p> <p>This will require an extensive communications strategy to underpin it to complete it.</p>
				2	a) Develop and refine the key aims of the Service through the 2020 options development process for Programme 2020. b) Engage staff and their representatives to further develop understanding of the Strategy and how it can be ‘owned’ by all.	1	A/CFO	Within existing resources	November 2015	<p>3.2 a) In Progress – Options development workshops have been held to gather the views of staff and their representatives on the future design of the Service.</p> <p>The deadline for submission of options was 20/11/15 with initial proposals were presented to the EFA on 18th December2015.</p> <p>Final proposals to go to EFA 13th January 2016.</p>
				3	If necessary, facilitate the development of clarity of the strategic narrative within the revised Leadership team once appointed following the Management review.	1	A/CFO	Within existing resources	January to April 2016	<p>In Progress – a range of potential options for the future development of the Service Leadership team, once appointed, are under consideration.</p>
				4	Service Strategy 2016 to 2020 and a concise summary will be developed for consultation through the second phase of the IRMP process	1	A/CFO	Within existing resources	January to April 2016	<p>In Progress – See 3.1 above.</p>
				5	Review of 2016/17 appraisals for inclusion of ‘golden thread’ and effectiveness of alignment of objectives to corporate objectives	3	Director HR&OD	Within existing resources	June 2016	

* Please note that recommendation four does not form part of this action plan but remains with the Essex Fire Authority

No.	Review Recommendation	Report Context	How will this help to change our culture	Action Requirement	Priority	Responsible Person	Resources Required	Time Line	Progress Commentary
5	The role of the elected members on the FRA must be more widely understood and more visible to staff, stakeholders and the public through publication of summary updates on the intranet and in Parade News.	Important that Members are aware of the distinction between executive and their non-executive role. Fire Authority need to deliver leadership the Service needs and deserves.	<p>People will be more aware of how public value and taxpayer value for money are secured and assured through elected Members.</p> <p>People will be more aware that the fire and rescue policy is a political issue and requires a good understanding and engagement of politicians.</p> <p>Employees will have more insight into EFA work and come to appreciate the extent of scrutiny and challenge Members.</p> <p>Members will have more insight into Service work</p> <p>Greater involvement between Members and employees will crystallise perceived silos/remoteness.</p> <p>Members of the Fire Authority will be supported in discharging effectively their leadership role.</p>	1 Work with the Chairman, Vice Chairman and Group spokespersons of EFA to establish a Member development programme to encompass: a) Understanding of Essex FRS context. b) Architecture of FRS nationally. c) Visits to other FRS. d) Provision of a Member support pack.	2	A/CFO	Within existing resources	January to April 2016	In Progress – SOLACE have been commissioned to support the establishment and delivery of a Member development programme. This will be discussed with the Chairman, Vice Chairman and Group spokespersons of EFA on 7 th January 2016.
				2 Identify a range of organisations that can support the delivery of a member development programme.	2	A/CFO	Within existing resources	January to April 2016	Complete – a range of potential service providers have been contacted, SOLACE, Warwick University and the Institute of Directors. Following a meeting held with SOLACE on 11 th December 2015, this organisation has been appointed to support the delivery of recommendation 5.1 and 5.3.
				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.	2	A/CFO	Within existing resources	January to April 2016	In Progress – SOLACE have been commissioned to support the establishment and delivery of a manager development programme.
				4 Develop a communications and engagement strategy to improve understanding of the Elected Members role within the organisation ownership of the EFA's strategic direction	2	A/CFO	Within existing resources	January to April 2016	

No.	Review Recommendation	Report Context	How will this help to change our culture	Action Requirement		Priority	Responsible Person	Resources Required	Time Line	Progress Commentary
6	FRA meetings need to be focussed on strategic solutions to ECFRS' most pressing challenges.	Encouraging evidence that Members have started to address the Service's strategic priorities, recent FRA meeting there were new members trying to hold the Service to account. Clear historic imbalance between operational, financial and risk matters, little time spent by FRA Members on scrutinising culture of the organisation Programme 2020 is focused on the Service's future financial sustainability and little on values of ECFRS that need to change.	The allocation of finite public finances locally and centrally is inherently political. Elected members need to understand Service demands and strategic priorities in order to inform political decision making. Strategic decisions are vital – if too tactical there is a risk of being overwhelmed. It is vital that service Leadership at all levels understand the need for political management	1	See also action 5.1, 5.2 and 5.3 above. Use the Member and Officer development processes to identify any necessary governance changes	2	A/CFO	Within existing resources	January to April 2016	
				2	Establish a programme of regular management and EFA Member workshops.	2	A/CFO	Within existing resources	January to April 2016	
				3	Establish a programme of regular informal briefings for the Chairman, Vice Chairman and Group spokespersons of EFA.	2	A/CFO	Within existing resources	January to April 2016	

No.	Review Recommendation	Report Context	How will this help to change our culture	Action Requirement		Priority	Responsible Person	Resources Required	Time Line	Progress Commentary
7	Ensure that FRA reports address a wider range of cultural and industrial relations subjects and not just operational, financial and risk issues.	Induction session - all is well, not told anything about historic, money and personnel issues.	Reports need to be amended and, when drafted, provide a greater level of explanation in respect to how the recommendations of reports, if agreed, will impact upon the public as well as employees.	1	See also action 5.1, 5.2 and 5.3 above. Use the Member and Officer development processes to identify any necessary governance changes.	2	A/CFO	Within existing resources	January to April 2016	
		Members not just to be told these are the only options when there could be others.		2	Work with the Clerk to the Authority to review the constitution of the Fire Authority.	2	A/CFO	Within existing resources	January to April 2016	

No.	Review Recommendation	Report Context	How will this help to change our culture	Action Requirement	Priority	Responsible Person	Resources Required	Time Line	Progress Commentary
8	Ensure that there are planned meetings with representatives of the FRA to meet around key issues with representatives of the workforce and trades union colleagues.	Need for Members to take ownership of direction, particularly in these financially challenging times when difficult decisions needs to be made.	Employees will feel more involved with the Fire Authority and more able to have their say outside of Management structures. Members will have more information to effectively challenge and scrutinise Service activity around employee involvement.	1	2	Director HR&OD	Within existing resources	December 2015	In progress - Invitation to join Your Voice and Culture change employee panel has been set to all staff and included in Manager Department/ Station Briefings First meeting was held on 7th December with meeting schedule and invitation to Members to follow from that meeting.
				2	2	Director HR&OD	Support from ER Panel Member	December 2015 to June 2016	In progress - Research is underway with other FRS to understand their JNCC arrangements including interaction with members

No.	Review Recommendation	Report Context	How will this help to change our culture	Action Requirement		Priority	Responsible Person	Resources Required	Time Line	Progress Commentary
9	More work should be done to ensure the accuracy of reports that are presented to the FRA with the service's Performance Manager signing of all reports containing data to the FRA in future.	Plans are superficial and reporting on them disingenuous. For example – appraisals	An increase in the confidence of Members in the data provided to them will help support an overall increase in trust across the Service.	1	Establish a process to ensure that all Fire Authority reports that require a decision and that include data in support of the decision will be signed off by the Finance Director & Treasurer and the Clerk to the Authority.	1	Director HR&OD	Within existing resources	Implemented from December 2015	In progress – The statutory responsibility for sign off of Fire Authority papers sits with the Finance Director and Treasurer and Clerk to the Authority this cannot be delegated to the Performance manager. However, guidance on data accuracy and detail will be built into paper production process and template documents
				2	An assessment of current Planning and Performance Framework arrangements will be incorporated as part of the Management review. The aim of this element of the review is to identify areas where the Service can strengthen and provide greater capacity and capability to deliver change and drive performance.	1	Director HR&OD	Within Existing Resources	April 2016	In progress - The Management review is underway with a meeting already held between members of SMB and the EAP to discuss current planning and performance arrangements and challenges to improvement. Further meetings are planned with Department heads including the Performance and Improvement Manager.

No.	Review Recommendation	Report Context	How will this help to change our culture	Action Requirement	Priority	Responsible Person	Resources Required	Time Line	Progress Commentary
10	A review of the framework of how the FRA operates should be commissioned to ensure effective governance and accountability of ECFRS	Members to provide 'level of scrutiny their communities expect', hold CFO to account, ensure own decisions are open to scrutiny. The role of elected members on the FRA is critical. Knight Review - members need greater support and knowledge to provide strong leadership to drive efficiency, must ensure local people understand service and encourage informed debate about change, Greater sector leadership needed to drive through culture of learning from good practice and challenging services to rise to the level of the best, and ensure clear understanding that FA is accountable for a quality, value for money, appropriate FRS for their area and that FRS is a body they commission to help discharge that duty.	Effective governance and accountability is vital to ensure that the work of the EFA is not only undertaken correctly but is seen as being undertaken correctly. A process of review will provide examination of how the EFA operates now as against how it should operate in the future.	1	2	The Service will commission a review of how the Authority's governance arrangements and mechanisms operate. The ToR will be explicitly targeted at revealing any shortcomings of the Authority's ability to effectively provide governance and accountability of ECFRS.	Clerk SMB SDB ECC Dem Services Members Finance (Budget)	December 2015 – April 2016	In Progress – Judgment will need to be made around when to commission and initiate this review in light of consultation on PCC's and also in light of outcomes of Comprehensive Spending Review
				2	2	The Authority or its nominated representative will seek to engage and benchmark with similar sized fire authorities, combined under the Fire and Rescue Services Act, to identify potential improvements to governance and accountability arrangements.	Other Combined FRAs Services	December 2015 - April 2016	In progress – Information has been gathered from relevant FRS for review. Areas to consider: The development of the capability to apply scrutiny. Not necessarily relevant in the EFA context but using this as a framework to give confidence in both Members and staff that scrutiny is a function discharge by them.
				3	2	The Clerk will make recommendations to the EFA having had regard to the findings of 1 & 2 above.		Next EFA post April 2016	

No.	Review Recommendation	Report Context	How will this help to change our culture	Action Requirement		Priority	Responsible Person	Resources Required	Time Line	Progress Commentary
11	An external organisational development expert on the Panel, with support from all trade unions and staff representatives, needs to lead a review of the organisation's hierarchical structure to remove management layers, redesignate roles away from rank and improve spans of control from the current 1.7 FTEs per manager.	Review of hierarchical management structure heart of this Review, culture holding this back.	A flatter structure will include more direct employee engagement and involvement. Visibly making savings from Managerial posts will demonstrate leading from the top in relation to making the required budget savings and develop a sense of fairness and trust.	1	EAP HR & OD Advisor to undertake review of Senior management structure and make recommendations to SMB/EFA (Top 3 tiers)	1	A/CFO	EAP	January 2016	In progress - Management Review is underway with desktop review undertaken and initial meetings held with SMB members and Department Heads. Organisational change policies and options have been considered and approved by the EFA on 2 nd December 2015. A report from the EAP HR & OD Advisor will be considered by the EFA on 13 th January 2016.
		Hierarchical managerial structure where current span of control is 1 manager to 1.75. This is a low span of control and suggests top-heavy management structure requiring review.		2	Consult on recommendations with staff and representative bodies	1	A/CFO	Outplacement support – costs to be identified	November 2015 to February 2016	In progress - Informal early engagement is taking place. Consideration has been given to legal obligations and associated timeframes of formal consultation
		'professional judgment is taken away to some extent by the military style procedures.		3	Implementation of changes	2	TBC	Costs of exit/Redundancy	February to May 2016	
				4	New Management Team to undertake review of middle to junior management structure, applying design principles and make recommendations to SMB/EFA	2	TBC	Outplacement support – costs to be identified Costs of exit/Redundancy	April to June 2016	In progress - Design principles have been developed within the Senior Management review. Any design principles will be applied to the outcomes of Programme 2020 which are currently in development
				5	Consult on recommendations with staff and representative bodies	2	TBC	Outplacement support – costs to be identified	June 2016 onwards	
				6	Implementation of changes	2	TBC	Costs of exit/Redundancy	June 2016 onwards	

No.	Review Recommendation	Report Context	How will this help to change our culture	Action Requirement		Priority	Responsible Person	Resources Required	Time Line	Progress Commentary
12	Identify agents for change across the Service, trades unions and staff representatives and begin to jointly develop proposals relating to the Programme 2020 vision.	Introduction of Make Some Noise survey significant step in the right direction, and emerging analysis and recommended next steps provide excellent route map forward. Regular criticism that senior managers do not value the role of firefighters or consistently speak highly or proudly of the service Consideration should be given to a more progressive model of advocacy, in an environment where they are more respected and are able to truly provide a voice for their members, thereby becoming more relevant for the firefighters they represent.	People will have the opportunity to share experiences, challenge poor behaviour and develop solutions. Staff will learn more about the impact of behaviour in others and be able to consider and amend their behaviour appropriately. Responsibility for improving behaviour will be embedded at all levels and not seen as a 'HR' responsibility. Fewer bad experiences for staff will increase morale and a sense of feeling valued and reduce Grievance, Disciplinary and Bullying and Harassment cases	1	Options development process designed to offer a range of opportunities of staff to be directly involved in developing options for future Service delivery	1	Director HR&OD	Programme 2020	October to November 2015	In progress - Creative thinking - Options Development workshops have been held with managers and staff across the county. Trade Union workshops.
				2	Values workshops will be held to explore people's experiences at work and using the competency framework identify how people want to feel at work and how we will achieve that.	2	Director HR&OD	L&D Budget TBC	February to March 2016	
				3	Training and awareness raising resources will be developed to 'tell staff stories' and challenge tolerance of poor behaviour	2	Director HR&OD	Within existing resources	February to March 2016	
				4	Change agents will be developed to support managers to deliver Values workshops with their teams.	2	Director HR&OD	L&D Budget TBC	February to March 2016	
				5	The Service will develop and deliver change management capability building for managers and staff via a range of interventions.	2	Director HR&OD	L & D Budget TBC	January to December 2016	
				6	The Service will work with its representative bodies to develop a more progressive advocacy model and improved employee relations approaches	1	Director HR&OD	Within existing resources	November 2015 - ongoing	In Progress – Industrial relations expert appointed to the panel (Linda Dickens) and development of more progressive advocacy models as part of ongoing work of the panel.

No.	Review Recommendation	Report Context	How will this help to change our culture	Action Requirement		Priority	Responsible Person	Resources Required	Time Line	Progress Commentary
13	The mixed crewing model that has now been implemented in Essex at Great Dunmow, with the station staffed by both whole time and retained – this needs to be adopted across the county, sensitively and with the involvement of all trade unions.	‘RDS’ not recruited into whole time, the impact on morale has been considerable	Staff will be given a number of opportunities to further develop themselves and work with others across the Service, which will help challenge current misconceptions and build stronger understanding of all roles across the Service.	1	Utilise the EAP to support Service managers in dialogue with Trade Unions about the use of mixed crewing.	2	Chairman of the EAP	Within existing resources	January to June 2016	
				2	Review Additional Shift Working Policy to ensure that it fully incorporates ability for RDS to RDS movements and provide to Expert Advisory Panel along with Mixed Crewing policy to ‘sense check’ planned approach.	1	Director Operations	Within existing resources	November 2015	In progress – ASW policy under review and implementation planned
				3	Implement ASW/Mixed Crewing where it supports the Authority’s IRMP and where practicable	2	Director Operations	Within existing resources	December 2015	In progress – ASW policy under review and implementation planned
				4	Reflect in the Service’s People strategy the core principle that all crewing solutions going forward will be based on the core principle of the free movement of competent employees across all roles and locations.	2	Director HR&OD	Within existing resources	Following consultation June 2016	

No.	Review Recommendation	Report Context	How will this help to change our culture	Action Requirement		Priority	Responsible Person	Resources Required	Time Line	Progress Commentary
14	Make it clear at every level that everyone is personally responsible for removing barriers.	Managers caught between trying to cope with the torrent of policies, procedures and processes whilst 'trying to keep the troops happy'. No sense of one team united behind a common goal, 'them and us' sub-culture of distrust between management and staff, management and trades unions (and different trades unions) and a divide between full time and on call firefighters and uniformed and non-uniformed colleagues.	Development of Leadership Charter Development of Leadership Plan All employees should understand the need to work together and remove barriers. Staff in all staff groups should feel more valued and will value others. Relationships across staff groups should improve and the Service should be more effective as a result. Staff engagement should increase which in turn should improve the effectiveness of the Service.	1	See recommendation 12 – Values Workshop approach	2	Director HR&OD	Within existing resources	February to March 2016	
				2	Develop Leadership Charter or People Promise setting out key commitments and what we expect in return	2	Director HR&OD	Within existing resources	January to March 2015	
				3	Introduction of mandatory Competency assessment in Appraisals in 2015/16	3	Director HR&OD	Within existing resources	April 2016	
				4	Introduction of 360 degree feedback for managers– include specific question around removing barriers	3	Director HR&OD	L & D Budget TBC	April 2017	
				5	Include stated aim in Learning and Development Strategy to deliver mixed training wherever practicable	2	Director HR&OD	Within existing resources	Immediate	Complete – this is included in the Service's Leaning and Development strategy.
				6	Develop a Communications/ Engagement plan which is predicated on breaking down barriers and improving understanding across all staff groups	1	Director HR&OD	Within existing resources	January 2015	
				7	Refine and deliver Leadership and Management development Strategy and plan	1	Director HR&OD	L & D Budget TBC	January 2016	In progress – Leadership and Management Development approach approved by SMB in November 2015 – needs refining based on initial discussions around management review and future operating model and subsequent plan developed

No.	Review Recommendation	Report Context	How will this help to change our culture	Action Requirement	Priority	Responsible Person	Resources Required	Time Line	Progress Commentary
15	Do more to recruit leaders from other sectors*, bringing fresh perspectives and learning from the wider public sector and beyond.	Relationships in ECFRS are dysfunctional. Long-standing, situation has deteriorated - default position 'failure to agree' is seen as an acceptable excuse for not working hard at resolution.	A diverse workforce with a range of experiences brings greater opportunity for the development of new thinking and new ways of working. It also offers existing employees the opportunity to broaden their understanding. Being a more diverse employer will enable us to more effectively attract a more diverse range of employees and to be more reflective of the communities we serve.	1 Through the planned Management restructure create greater opportunity for non-operational management roles – delivering future potential to recruit from other sectors	1	Director HR&OD	Within existing resources	January 2016 to December 2016	In progress - *It should be noted that with a need to significantly reduce managerial posts it will not be possible for the Service to easily recruit leaders from external sources.
				2 Consider offering voluntary exit options over and above the requirement to reduce management numbers	1	Director HR&OD	Budget to fund exit strategies	December 2015 to December 2016	In progress - Paper approved by EFA 2 nd December to agree approach to Organisational change and funding for exit options. Initial application for expressions of interest invited for eligible DO and ADO. This was extended to SMB and SDB in late December 2015.
				3 Develop a collaboration approach with other local employers both Public and Private Sector to enable joint training, secondments, job shadowing and interaction when the ability to directly recruit is limited.	2	Director HR&OD	Within existing resources	Ongoing	In progress - Current arrangements in place: Reciprocal coaching with Essex and Kent Police Shared training for the Coaching in the Workplace programme with Southend Borough Council Members of a Systems Leadership network coordinated by Southend Borough Council Shared approach to the 2016 Leadership Programme run by Southend Hospital so we send a couple of delegates and also host the action learning day. ECFRS are members of the Essex LGBT Alliance. An offer has been made to Essex and Kent Police, Southend Hospital and Suffolk Fire Service to join us on our next Coaching in the Workplace Programme

No.	Review Recommendation	Report Context	How will this help to change our culture	Action Requirement		Priority	Responsible Person	Resources Required	Time Line	Progress Commentary
16	Reserve the wearing of rank markings for operational staff, fire control incidents, public events, partnership meetings and ceremonial events only. Either adopt civilian attire in head office or, learning form Staffordshire FRS, introduce a new ‘team strip’ that is worn by both firefighters and support staff.	2013 Peer Review team ECFRS very traditional, very hierarchical	Staff in all staff groups should feel more valued and should value others.	1	Consult with staff via the Your Voice Employee Forum to gather their views on the wearing of uniform and other symbols which could create barriers to cultural change and take forward recommendations	2	Director HR&OD	Within existing resources	December 2015 to January 2016	In progress - Your Voice Employee Forum is in implementation – issue of uniform will be tabled at first or second meeting
		The hierarchy is unnecessarily bureaucratic and divisive. Not necessary that hierarchy (uniform) is carried through to HQ.	Relationships across staff groups should improve and the Service should be more effective as a result.	2	Utilise the Expert Advisory Panel to explore the value of this recommendation within the context of the cultural change required in Essex.	2	Expert Advisory Panel	Within existing resources	January 2016 to April 2016	
		Critical issue is the anachronistic attachment to firefighting command and control management, even in non-operational areas.	Staff engagement should increase which in turn should improve the effectiveness of the Service.							

No.	Review Recommendation	Report Context	How will this help to change our culture	Action Requirement		Priority	Responsible Person	Resources Required	Time Line	Progress Commentary
17	The Expert Panel to invite a representative of the Essex Police to advise on the seriousness of any reported behaviours.	Evidence staff who had been dismissed or disciplined were re-instated, staff took to mean 'you can do what you want in a trade dispute'. More consistent application of zero tolerance policy would remedy this.	Increase confidence in People Management Processes and trust in management/HR	1	Monthly reporting of Discipline and Grievance issues to be implemented via SDB/SMB and to the Expert Advisory Panel.	1	Director HR&OD	Within existing resources	Ongoing	<p>In progress - Service Managers have, since 2012 had an arrangement for reporting what might be considered criminal matters to the Police and have evidence of having done so.</p> <p>The monthly reports of Discipline and Grievance cases will be scrutinised by the Panel and reported to the Essex Fire Authority via the existing Governance arrangements</p>

No.	Review Recommendation	Report Context	How will this help to change our culture	Action Requirement	Priority	Responsible Person	Resources Required	Time Line	Progress Commentary
18	Refer any intimidatory behaviour against individuals, equipment or property for immediate consideration by the Expert Panel who will consider criminal proceedings.	ECFRS remained stuck in a macho barrack-room culture more redolent of the 1970s than a modern public service. Contributed to bullying and intimidating atmosphere		1 See Rec 17	1	Director HR&OD	Within existing resources	Ongoing	

No.	Review Recommendation	Report Context	How will this help to change our culture	Action Requirement		Priority	Responsible Person	Resources Required	Time Line	Progress Commentary
19	To address the perceived inconsistency and unfairness, all disciplinary action should be overseen by a sub group of the expert panel (subject to statutory constraints) over the next 24 months. Any intimidatory behaviour against individuals, equipment or property needs to be considered by the Expert Panel taking advice from representatives of Essex Police. The sub-group will have a specific role in ensuring elected members are aware of matters without cutting across the existing process. This approach to take effect in respect of all new cases.	Approach to discipline antiquated, bureaucratic and has contributed to the paralysis within the organisation. Managers not trained to deal with underperformance or discipline	Rebuild trust with the workforce and encourage staff to feel empowered to resolve issues locally. Support the repair of relationships across staff groups and create a greater sense of 'one service'.	1	Create sub-group of Expert Panel.	1	Director HR&OD	Within existing resources	Ongoing	Complete - The Expert Advisory Panel have now established its sub group. It undertook a “clearing” exercise on 18 th December 2015 of live and current grievances and a review of discipline cases. Thereafter it intends to meet monthly as part of wider governance arrangements on an ongoing basis
		2		Consult on new Disciplinary Policy and Procedure	2	Director HR&OD	Within existing resources	TBC	In progress - The Disciplinary Policy is drafted and ready for consultation – training and communications will follow once the consultation has concluded	
		3		Train a core group of internal investigators to carry out all investigations – ensure this is their primary role when required to speed up processes.	2	Director HR&OD	L & D Budget (TBC)	TBC	As above	
		4		Develop a communications process via HRBP's to provide facts around the level and spread of discipline.	2	Director HR&OD	Within existing resources	TBA	As above	
		5		See 12 above – Values approach – will allow staff to set expectations of behaviour and develop strategies for challenging locally	2	Director HR&OD	Within existing resources	December 2015 to February 2016		
		6		Leadership Charter/People Promise – will set out clear and consistent expectations	2	Director HR&OD	Within existing resources	December 2015 to March 2016		
		7		Develop training for managers on managing performance (building on MTLT and Appraisal) to encourage setting of clear behavioural expectations and local resolution of issues.	3	Director HR&OD	L & D Budget (TBC)	TBC		

No.	Review Recommendation	Report Context	How will this help to change our culture	Action Requirement		Priority	Responsible Person	Resources Required	Time Line	Progress Commentary
20	Create a clearing house for dealing with the unnecessary number of vexatious and low grade grievances that are submitted.	Clear evidence of vexatious grievances and inappropriately heavy-handed and inconsistent escalation of issues. Formal grievance procedures are default position for most minor disagreement.	Rebuild trust with the workforce and encourage staff to feel empowered to resolve issues locally. Develop out the current culture entitlement and grievance to a culture of personal responsibility and local empowerment.	1	Agree clearing process with advice from Advisory Panel/ACAS	1	Director HR&OD	Sub Group of the EAP	December 2015	Complete - The Expert Advisory Panel have now established a sub group for this purpose. It undertook a “clearing” exercise on 18 th December of live and current grievances. Thereafter it intends to meet monthly as part of wider governance arrangements on an ongoing basis.
				2	Communicate with staff and managers – what is a grievance – encourage alternative local resolution	2	Director HR&OD	Within existing resources	TBC	In progress - Post consultation on Grievance policy as part of implementation
				3	Consult on new Grievance Policy and procedure and associated training for managers	2	Director HR&OD	Within existing resources	TBC	In progress - Grievance policy drafted and ready for consultation

No.	Review Recommendation	Report Context	How will this help to change our culture	Action Requirement		Priority	Responsible Person	Resources Required	Time Line	Progress Commentary
21	Clarify and simplify arrangements for whistleblowing and the escalation of incidents of this nature directly to the independent Expert Panel.	54% have witnessed or experienced 'unacceptable or intimidating behaviour while working for the service' - 44% within last 12 months. Over 50% feel unable to speak out. There is an overwhelming lack of trust in the senior leadership of the organisation	Develop a more open culture with a range of well publicised avenues for resolving issues. Create a greater sense of trust and mutual support	1	Cultural Change Employee panel created as sub group of Your Voice forum – this group will act as a direct feedback for issues from employees to the Expert Advisory Panel. In addition Jim Owen will be an independent contact for employees to raise individual issues directly with the Expert Advisory Panel.	1	Director HR&OD	Within Existing Resources	December 2016	In progress - Your voice Employee Forum and Cultural Change Employee Panel advertised. The inaugural meeting of the Your Voice Forum took place on 7 th December. Further communications in development
				2	Relaunch Public Concern at work in conjunction with Wellbeing Group	2	Director HR&OD	Within Existing Resources	December 2016	
				3	Revise Service Whistleblowing Policy in conjunction with Wellbeing Group	2	Director HR&OD	Within Existing Resources	TBC	
				4	See 12 – Values workshops – will inform future local approaches such as re introduction of local Bullying and Harassment or Dignity a Work Advisors	2	Director HR&OD	Within Existing Resources	January to March 2016	

No.	Review Recommendation	Report Context	How will this help to change our culture	Action Requirement		Priority	Responsible Person	Resources Required	Time Line	Progress Commentary
22	Consider the use of a rapid mediation service as has been adopted by Staffordshire CFRS.	Discipline time consuming and costly with overwhelming reliance on policy, process and procedure - with no focus on real mediation or conflict resolution. Disciplinary issues take too long. Lack of consistency is one of the biggest issues. Staffordshire FRS mediation resulted in significant benefits, staff wellbeing and savings. In ECFRS ability to deal with conflict resolution is weak and hindered by a policy, process and procedural approach as opposed to a human one.	Encourage greater local and informal resolution of issues. Lessening the damage to ongoing relationships between staff, managers and the Service. Empower employees to feel they can resolve their own issues. Rebuild trust between managers, staff and HR	1	Continue to explore mediation options to support the launch of the new Grievance Policy. Submit mediation proposal to SMB.	2	Director HR&OD	Funding for scheme if external or in house training	February 2016	In progress – HR Team is working with other Local Authorities to develop a proposal for delivery of mediation within ECFRS.
				2	Contact Staffordshire FRS to understand their scheme	2	Director HR&OD	Within Existing Resources	January 2016	
				3	Building upon the Staffordshire experience build an Essex approach to how conflict is resolved at the lowest practicable level in the organisation.	2	Director HR&OD	Within Existing Resources	March 2016	

No.	Review Recommendation	Report Context	How will this help to change our culture	Action Requirement		Priority	Responsible Person	Resources Required	Time Line	Progress Commentary
23	Create more opportunities to recognise outstanding performance and actively promote nominations for an annual awards ceremony.	<p>Only 31% of respondents felt valued by the service, 23% think service acts in a reasonable and equal manner with all employees. Recognition of staff is not part of any strategic approach to valuing people in ECFRS.</p> <p>There is some good staff recognition practice in pockets. Ffs do appreciate praise for their work. Some RDS claim that 29 years' service medal not awarded, role of Additional commitment not recognised. RDS feel they are taken for granted, and there are no opportunities. Management core have little understanding of the RDS workforce and often little respect for what they can contribute.</p> <p>22% think service recognises and rewards good performance</p>	<p>Staff feel valued and recognised for their role and contributions.</p> <p>Emphasis shifts to positive recognition of good performance and behaviours and away from compliance and management of poor behaviour/performance</p> <p>Employee engagement improves.</p>	1	Implement the Reward and Recognition Strategy produced by the Workforce Transformation Programme project	2	Director HR&OD	R & R Budget (TBC)	December 2015 to June 2016	In progress – Draft Reward and Recognition Strategy under review by Engagement Manager.
				2	Your Voice Employee Forum to support review and further development of Reward and Recognition Strategy and plan with support of Employee Engagement Manager	2	Director HR&OD		December 2015 to June 2016	In progress – The Your Voice Employee forum has now met for the first time in December and in time this group will support the implementation of the Reward and Recognition Strategy.
				3	Range of Reward and Recognition mechanisms to be explored with staff and developed for future implementation (including peer nominations for awards ceremony)	2	Director HR&OD		December 2015 to June 2016	In progress – further question to be included in 2015 Employee Engagement Survey
				4	Hold an Annual Awards Ceremony	3	Director HR&OD	R & R Budget (TBC)	July 2016 & then annually	In progress – An Annual Awards Ceremony Planned for July 2016.
				5	Review the criteria for the long service and good conduct medal and CFO commendations		Director HR&OD	R & R Budget (TBC)	January to June 2016	

No.	Review Recommendation	Report Context	How will this help to change our culture	Action Requirement		Priority	Responsible Person	Resources Required	Time Line	Progress Commentary
24	Consult with BAME, LGBT, female and disabled colleagues regarding the reforming of appropriate groups to look at the ways in which the service could proactively progress the issues raised and proactively use the different perspective that diversity can bring to the organisation.	ECFRS needs to do more to reflect diversity.	Develop a more inclusive and supportive working environment with fewer conflicts	1	Create a representative Diversity Action Group from a group of employee volunteers.	3	Director Safer and Resilient Communities	Comms HR & OD L & D	February 2016	
		Accountability mechanisms need to be strengthened and more needs to be done to recognise the diverse needs of the workforce by reinstating regular meetings.		2	DAG to consider need for and support creation of Sub Groups	3	Director Safer and Resilient Communities	Comms	February 2016	
		Feedback suggests that not enough is being done to address prejudice within the service. Senior Management and HR involvement in assisting with LGBT issues is virtually non-existent.' Despite several requests of HR to reinstate a forum this had not yet happened.		3	EAG assess Service against Public Sector Equality Duty and consider future assessment or benchmarking approach	3	Director Safer and Resilient Communities	DAG	April 2016	
				4	Diversity Action Plan created with key measurable outcomes identified and reported against	3	Director Safer and Resilient Communities	DAG	May 2016	
				5	Consider need for a dedicated Diversity Officer to support the work of the DAG (potential to fund from L& D)	3	Director Safer and Resilient Communities	L & D budget (TBC)	March 2016	
		Number of complaints from female staff about absence of suitable changing and toilet facilities or well-fitting and smart uniforms. Clothing issue forms marked up in male only sizing		6	Develop workforce reporting to more accurately measure equality and diversity across the workforce in order to set targets and actions on an evidence led basis	2	Director HR&OD	HR Information System (TBC)	TBC	In progress - Workforce reporting remains difficult with the current HR Information System. The SAP Development project is in closure and a new business case in development for a new and more effective HR Information System.

No.	Review Recommendation	Report Context	How will this help to change our culture	Action Requirement	Priority	Responsible Person	Resources Required	Time Line	Progress Commentary
25	Revise future training programmes to ensure that they are focused, and are limited to those showing talent, potential and have a desire to progress. It should focus on a smaller number of future leaders.	Leadership team had been 'brought up on the idea that those that whack people the hardest, get promoted'.	Encourage people at all levels to demonstrate the right behaviours and be rewarded for going so. Ensure the right people are leading the organisation, demonstrating the desired behaviours and leading by example therefore delivering long lasting cultural change.	1	2	Director HR&OD	Additional L & D Budget required (TBC)	January 2016	In progress – Leadership and Management Development approach approved by SMB in November 2015 – needs refining based on initial discussions around management review and future operating model and subsequent plan developed (see Rec 14 - 7)
		The inadequate and inappropriate relationships between this layer and the layer below – the station and watch managers and the layer below that – are a major factor in the challenges facing the service.		2	2	Director HR&OD	Advisory Panel	December 2015	In progress - Review of Succession Pooling process is planned within Management Review
		The Competency Framework - gives clear guidance regarding expectations of behaviours, document is clear and, if embedded, would bring greater clarity. The recommendations within the report do not address the need for development for existing managers		3	3	Director HR&OD	Within existing or identified resources	Various	In progress - See other specific actions for timeframes and progress

No.	Review Recommendation	Report Context	How will this help to change our culture	Action Requirement		Priority	Responsible Person	Resources Required	Time Line	Progress Commentary
26	Promotion should only be open to those who have completed and successfully graduated from the programme.	'hard-core trouble makers are now officers, promoted to station officer and they give us the biggest problem,'	Rebuild faith and trust in promotion processes. Encourage people at all levels to demonstrate the right behaviours and be rewarded for going so.	1	Current promotion process meets this recommendation as it involves candidates applying to enter succession pool which is a developmental process – only those candidates who successfully engage and meet the development criteria progress to be able to apply for managerial vacancies.	2	Director HR&OD	Within Existing Resources	December 2015	In progress - Succession pooling process has been paused whilst the management restructure is undertaken. The Fire Authority will consider the first report on the findings and recommendations of the management review at its meeting of 15 th January 2016.
			Removes 'sponsor' approach to promotion and rebuild trust in competence and ability of managers	2	Advisory panel to consider whether current process meets this recommendation.	2	Director HR&OD	Within Existing Resources	December 2015	In progress - Review of Succession Pooling process is planned within Management Review
			SMB to consider a "stepping down" procedure	3	Service consider process post promotion for 'stepping down' should someone not complete probation process or fails to perform in leadership role	3	Director HR&OD	Within Existing Resources	June 2016	

No.	Review Recommendation	Report Context	How will this help to change our culture	Action Requirement	Priority	Responsible Person	Resources Required	Time Line	Progress Commentary
27	Change the emphasis from operational to more inclusive leadership training, learning from Kent CFRS that has introduced Level 5 coaching qualifications, including back-office staff, to improve the management skills of middle managers.	Focus on technical competencies instead of human relations skills and leadership development. Attempts to introduce modern training programmes been undermined by the attitudes of attendees, typical attitude among response staff is 'I'm here to fight fires' How people are valued in organisation depends upon what the organisation values. In ECFRS these remain operational tasks to the exclusion of broader managerial skills including basic human relations competencies.	Encourages people at all levels to demonstrate the right behaviours and be rewarded for going so. Ensure the right people are leading the organisation, demonstrating the desired behaviours and leading by example therefore delivering long lasting cultural change.	1	2	Director HR&OD	Within existing or identified resources	N/A	Complete
				2	2	Director HR&OD	Additional funding (TBC)	Ongoing	Complete - The current Coaching approach is phased with four cohorts of 5 ECFRS employees attending joint sessions with Southend Council – it may be difficult to scale up this approach but other options can be considered.
				3	2	Expert Advisory Panel		December 2015	In Progress – Expert Advisory Panel have reviewed current L& D Provision including Coaching and consider the emphasis on non-operational training is appropriate

No.	Review Recommendation	Report Context	How will this help to change our culture	Action Requirement		Priority	Responsible Person	Resources Required	Time Line	Progress Commentary
28	Make promotion to managerial positions more transparent and involve the Expert Panel in overseeing all appointments for the next 24 months.	Promotion - no transparency, with a different rule for support staff, uniform career path set out. Jobs are kept well under the table. It's who you know, not what you know.' Job opportunities are not communicated properly and 'decision made before you apply, you know who will get it before it's advertised'.	Rebuild faith and trust in promotion processes. Encourage people at all levels to demonstrate the right behaviours and be rewarded for going so. Removes 'sponsor' approach to promotion and rebuild trust in competence and ability of managers.	1	Current promotion process involves candidates applying to enter succession pool which is a developmental process – only those candidates who successfully engage and meet the development criteria progress to be able to apply for managerial vacancies.	2	Director HR&OD	Within Existing Resources	January 2016 to December 2016	In progress - Review of Succession Pooling process is planned within Management Review The Expert Advisory Panel can oversee the Management Restructure and application of the Succession Pooling process as each phase develops
		2		External Recruitment consultant currently oversees process to ensure fairness and consistency	2	Director HR&OD	Within Existing Resources	January 2016	In progress - The Expert Advisory Panel can provide a level of oversight to the Management Restructure and application of the Succession Pooling process as each phase develops	
		3		Expert Advisory Panel to consider whether current process is transparent	2	Director HR&OD	Within Existing Resources	March 2016		
		4		Review current workforce planning arrangements and ensure transparency of decision making	2	Director HR&OD	Within existing resources	January - April 2016	In progress – Deputy Director HR&OD is in process of reviewing WPG	

No.	Review Recommendation	Report Context	How will this help to change our culture	Action Requirement		Priority	Responsible Person	Resources Required	Time Line	Progress Commentary
29	Ensure that leadership and coaching skills and qualifications are considered as much as technical competencies in all appraisals.	Emphasis needs to change from technical competencies to more inclusive leadership training, and training programmes used more explicitly to reward and encourage those showing leadership potential who desire to participate. Skills and needed techniques to transform the culture in ECFRS are not apparent in the senior management of the service.	Rebuild faith and trust in promotion processes. Encourage people at all levels to demonstrate the right behaviours and be rewarded for going so. Removes 'sponsor' approach to promotion and rebuild trust in competence and ability of managers.	1	Current Achievement First Appraisal process is underpinned by competency framework – Advisory panel to review appraisal process to see if it meets this recommendation.	2	Director HR&OD	Within Existing Resources	January 2016	In progress – Expert Advisory panel to consider whether current competency framework meets this recommendation
				2	Competency assessment becomes mandatory in April 2016.	3	Director HR&OD	Within Existing Resources	April 2016	In progress – Competency Framework is published and currently optional (mandatory for those who wish to enter succession pools) Training sessions are available on how to use the Competency Framework
				3	Introduction of 360 degree feedback for Management Roles	3	Director HR&OD	Additional L & D Budget (TBC)	TBC	In progress - 360 degree feedback was delivered for SMB in 2014/15. Further 360 degree feedback is available to SMB/SDB via existing coaching arrangements
				4	Undertake comprehensive review of current Appraisal process underway and report to AGR in January 2016.	2	Director HR&OD	Within Existing Resources	January 2016	In progress - Comprehensive review of current Appraisal process underway and to report to the Audit, Governance and Review committee in January 2016.
				5	Review criteria for Continuing Professional Development payments and consider the introduction of development rates of pay	2	Director HR&OD	Within Existing Resources	September 2016	

No.	Review Recommendation	Report Context	How will this help to change our culture	Action Requirement	priority	Responsible Person	Resources Required	Time Line	Progress Commentary
30	Set clear and consistent expectations that annual appraisals need to be completed by all managers across the service and introduce an audit to ensure that the quality of the appraisal meetings and paperwork is actually delivering a satisfying process which will take the service forward.	<p>Encouragingly the new appraisal process assesses the behaviours and attitudes staff are expected to display when carrying out operational tasks, however, this element introduced on a voluntary basis</p> <p>The introduction of appraisals into the service is a significant step forward, acknowledged that this has not been easy process. Focus on number completed over the training of appraisers and appraisees and analysis of quality needs revisiting.</p> <p>If embedded the process could have a dramatic effect on the culture in the longer term.</p>	Improved quality of appraisals will support our people to feel valued, rewarded and ensure they know how they contribute to the success of the Service. More effective appraisals will support individual and organisational development and ultimately improve Service outcomes.	1	1	Director HR&OD	Within Existing Resources	Complete	<p>Complete - http://servicenet/news/ /Achievement_First - an opportunity to say thank you and well d one/</p> <p>Chase messages sent – reporting refined and reported to SMB in November 2015</p>
				2	3	Director HR&OD	Within Existing Resources	Ongoing	In progress – This is a constant function that will be exercised by the HR Business Partners.
				3	2	Director HR&OD		January 2016	In progress - Comprehensive review of current Appraisal process underway to report to the Audit, Governance and Review committee in January 2016.

No.	Review Recommendation	Report Context	How will this help to change our culture	Action Requirement	Priority	Responsible Person	Resources Required	Time Line	Progress Commentary
31	Review of existing management and delivery mechanisms to provide implementation ability with clear oversight of progress in implementing change and most importantly, embedding change.	Managers 'see their job as protecting their group against the organisation. So they are a barrier to change, rather than an advocate. They never express the positive reason as to a change. Some managers are beyond change. Station managers are the biggest failing. To get an easy life they take the majority view ... they just see themselves as protecting the station.'	Shared information on programme and project priorities will support cross functional working	1 A review of existing programmes, projects and initiatives conducted by the Strategic Delivery Board in September & October 2015. This will be used to determine the prioritisation of current programmes and projects to ensure that the strategic focus of the organisation remain on high priority areas where there are key strategic benefits or drivers for change.	2	Finance Director & Treasurer	Manager time in project prioritisation and review meetings	November 2015	In progress – The review has been completed and project and programme prioritisation taken place. Many activities now placed on hold.
				2 The outcomes will be shared so that all managers and staff are aware of the priority of activities and that user expectations are understood and met.	2	Finance Director & Treasurer	Internal Communications	December 2015 and January 2016	
				3 The Portfolio Management Office will monitor the progress on all programmes and projects on a monthly basis and report progress. A separate report on benefits realisation and post project implementation reviews will be developed.	2	Finance Director & Treasurer	Project Management Office time in developing a new report to bring forward post project implementation reviews.	First Report on benefits realisation and post project implementation reviews to A,G&R in January 2016	In progress – Benefits realisation report in development and due to be piloted in Nov/Dec 2015

No.	Review Recommendation	Report Context	How will this help to change our culture	Action Requirement	Priority	Responsible Person	Resources Required	Time Line	Progress Commentary
32	Engage the Communications team at Essex County Council to improve the range and credibility of the information communicated to stakeholders, and establish a staff reference group to better understand what messages are important to the Service as a whole.	Many challenges effectively addressed with clear and consistent communications from senior team and regular engagement with frontline staff.	Effective communications will ensure staff are involved, informed and receive information in a way which is meaningful for them. Responding to the feedback received through the staff survey will improve staff engagement and encourage greater future staff involvement.	1	2	A/CFO	Comms Team	September 2015	Complete – The Service Level Agreement with Essex County has been signed and is in place for nine months whilst a review of the communications structure is undertaken.
		Members of the RDS feel they are largely invisible to senior management (SM).		2	1	Head of Corporate Comms	Within Existing Resources	December 2015	In progress – The review of the Service's Corporate Communications function has commenced and remains on target to report in December 2015.
		Some attempts by SM to engage have been undermined by the middle managers.		3	2	Head of Corporate Comms	Within Existing Resources	April 2016	In progress – Some immediate progress has been made with the introduction of a weekly E-brief, CFO Blog, revised format for Parade News. More work is required and will be linked to action 32.2 above
		Belief that the senior management are remote and out of touch. Staff don't read e-mail anymore Additional external support is needed to improve the reach and consistency of strategic communications and how it is used to drive forward change in Essex.		4	1	Director HR & OD	Within Existing Resources	December 2015	In progress – The 'Your Voice' employee engagement forum was advertised and expressions of interest sought from employees. The first meeting of the forum took place on 7 th December 2015 and a future programme of meetings established.

No.	Review Recommendation	Report Context	How will this help to change our culture	Action Requirement		Priority	Responsible Person	Resources Required	Time Line	Progress Commentary
33	Ensure that the agendas and papers of every meeting of the FRA and SMB are posted on the internet so staff can see what is being discussed. A summary of decisions should be published after each meeting.		Employees need to identify and know about the business transactions of the SMB and EFA's. Without a good depth of knowledge it is all too easy for employees to feel un-empowered, isolated, uncertain and disengaged from the management/employer machinery. This creates an unnecessary fracture which, when left untreated, allows rumour, distrust, fear and frustration to fester and fill the void. Removing the vacuum with credible and current information will assist in avoiding negative cultural elements to endure and cause damage. It will demonstrate a will to be open about how Service business is done and the processes undertaken; dispelling myths and perceptions of clandestineness and diversion.	1	We will work to expand our on-line transparency pages and include an easy to access Corporate Information Portal (CIP).	3	Service Solicitor/Head of Comms	Service Solicitor Comms Dept ICT Dept	January 2016	
				2	The CIP will be regularly maintained and updated with up-to-date information and data in respect to SDB, SMB & EFA agendas, reports and agreed minutes.	3	Service Solicitor/Head of Comms	Perf Dept Executive Support Group ECC Dem Services	From January 2016	
				3	Decisions logs from all EFA meetings will be made available within the CIP as soon as possible after meetings.	3	Service Solicitor/Head of Comms	ECC Dem Services	From January 2016	
				6	Employees and members of the public will be invited to register to receive an email/text alert and link to the CIP, as new information is published.	3	Service Solicitor/Head of Comms	Comms Dept	From January 2016	
				7	We shall use social media to alert followers that new information has been published and provide a link to the CIP.	3	Service Solicitor/Head of Comms	Comms Dept	From January 2016	
				8	We shall, annually, have published a 'Public Notice' in relevant local papers advising members of the public that the CIP is available.	3	Service Solicitor/Head of Comms	Comms Dept	From January 2016	

No.	Review Recommendation	Report Context	How will this help to change our culture	Action Requirement		Priority	Responsible Person	Resources Required	Time Line	Progress Commentary
34	Develop a style guide for corporate communications to ensure consistency and protocols for sign off by at least one member of SMB and bring in some measurement to evaluate positive and negative coverage of the service.	Service ethos and willingness to put themselves in harm's way to safeguard others is why held in such esteem by the public and command such respect. Diminishing this laudable dedication is naïve, demotivating and counter-productive.	All employees will feel proud of their role and the role of the fire and rescue service. This will support improved employee engagement, reduce staff turnover and support the Service's aim to be an employer of choice.	1	A revised 'Brand Book' will be developed, incorporating the organisation's values, communication protocols, standards and requirements, as well as visual identity guidelines for designers. This will be a key action following the review of the communications team.	2	Head of Communications	Within Existing Resources	April 2016	In progress - Communications team review completed and reported to SMB in December 2015. The restructure of the Corporate Communications will now take place between January and April 2016.

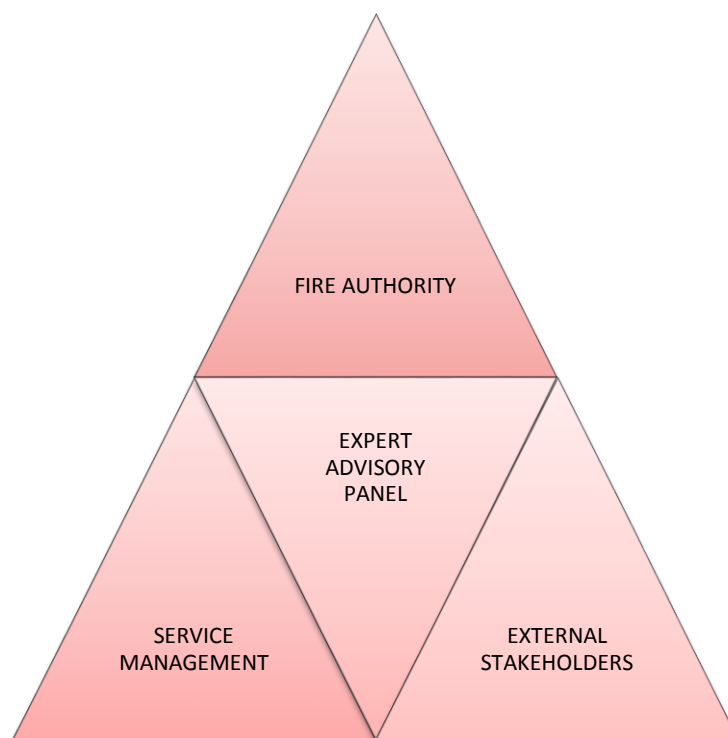
No.	Review Recommendation	Report Context	How will this help to change our culture	Action Requirement	Priority	Responsible Person	Resources Required	Time Line	Progress Commentary
35	After six months carry out a short independent review on progress.		Provide confidence to all stakeholders that the Authority is serious about using the review to drive through cultural change.	1 Review to be carried out in April 2016. Members to determine in December 2016 who should carry out the review.	2	EFA	The costs of the review are estimated to be between £5k and £10k	December 2016 – determine who should carry out the review January 2016 – agree terms of reference April 2016 carry out the review June 2016 report on review to the Fire Authority	In progress - Paper to be drafted by EAP for recommendation on who should undertake first review but then subsequent reviews after that. In addition, EAP to consider exit strategy based upon reviews and reassurance given by those reviews.

Priority Grading		
1	Urgent	Immediate action or decision is needed to address this recommendation
2	Important	A recommendation on which action should be taken at the earliest Opportunity
3	Routine	Routine or planned activity will satisfactorily address this recommendation

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
------------------------	--

Approved

Date

Essex Fire Authority

Essex County Fire & Rescue Service



MEETING

AGENDA ITEM

Essex Fire Authority

6

MEETING DATE

REPORT NUMBER

13 January 2016

EFA/008/15

SUBJECT

Report to Constituent Authorities

REPORT BY

Committee Secretary, Judith Dignum

PRESENTED BY

Committee Secretary, Judith Dignum

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 to the Fire and Rescue Service in Essex, Southend and Thurrock – approval of proposals for the Authority's second Public Consultation exercise
2. Independent Cultural Review – Progress Report and Action Plan

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:	Roy Carter, Service Solicitor
Contact Officer:	Judith Dignum, Committee Services Manager c/o Service Solicitor, Essex County Fire & Rescue Service, Kelvedon Park, London Road, Rivenhall, Witham CM8 3HB Tel: 01376 576000 E-mail: roy.carter@essex-fire.gov.uk