



Essex County
Fire & Rescue Service

PFCC
POLICE, FIRE AND CRIME
COMMISSIONER FOR ESSEX

DRAFT MINUTES

Meeting **Essex Fire and Rescue Performance & Resources Board**

Date 23rd October 2017

Time 12.30 – 15.00

Location Kelvedon Park – GF01

Attendees

Roger Hirst (RH)	Police Fire and Crime Commissioner
Adam Eckley (AE)	Chief Fire Officer
Susannah Hancock (SH)	OPFCC Chief Executive
Charles Garbett (CG)	OPFCC Treasurer
Mike Clayton (MC)	Finance Director and Treasurer to the Fire & Rescue Authority
Mark Stagg (MS)	Director of Transformation
Carl O Malley (COM)	Police and Fire Collaboration Programme Lead for OPFCC
Moira Bruin	Assistant Director Prevention, Protection and Response



Essex County
Fire & Rescue Service

PFCC
POLICE, FIRE AND CRIME
COMMISSIONER FOR ESSEX

Ref	Agenda Item and Minutes	Actions	Owner	Completion Date
1	Welcome and apologies Apologies received from Jane Gardner, Deputy Police, Fire and Crime Commissioner and Dave Bill, Director of Prevention, Protection and Response			
2	Minutes and Action Log Minutes of last meeting agreed. Closures agreed on action log: 06/17, 08/17, 14/17			
3	Forward Plan It was agreed that the Strategic Assessment of Risk be moved to the Strategic Board for early December. AE suggested Safeguarding to be kept on the Forward plan for the next five meetings and then to be the subject of a review in terms of the frequency of future updates.			
4	Fire Safety Enforcement MB provided an overview of what Fire Safety Enforcement entails. The review into Grenfell Tower was also discussed and how that report will have a significant impact on how the function is taken forward. AE advised we will involve the media to raise the profile of enforcement activity.	16/17 - To review findings of Grenfell Tower review once published and determine their potential impact on ECFRS	Moira Bruin	May 2018



Ref	Agenda Item and Minutes	Actions	Owner	Completion Date
	<p>HMO's were discussed. AE advised we have a responsibility for enforcing fire safety in common parts of tower blocks. All Local Authorities are required to do assessments and we support this though Fire does not require any additional funding from partners for this work.</p> <p>RH asked if we should be concentrating more on high risk residential dwellings.</p> <p>MB advised that the Regulatory Reform Board only provide powers to inspect business residences. If we are dealing with a private residence and not a Council or HMO then the Community Team comes in. It is not enforcement but education as we have no powers to enter private residences.</p> <p>RH asked if there are any categories of premises that are riskier than others.</p> <p>MB advised the risk is distributed within the categories.</p> <p>AE explained there were four high rise properties in Essex where it has been identified that Aluminium Clad materials are fitted on the exterior facing of the building. In relation to eliminating the risk presented, the challenge is really about capacity in the market place to carry out the remedial work.</p> <p>Removal of cladding was discussed and AE advised that nationally it will take 18 months or more to remove. The whole fire sector is awaiting the outcome of the Grenfell Enquiry and the review of Building Regulations but AE advised that a reassessment of how resources are deployed and their sufficiency is likely to be required.</p> <p>MC explained that we have not reduced staffing levels in</p>			



Essex County
Fire & Rescue Service

PFCC
POLICE, FIRE AND CRIME
COMMISSIONER FOR ESSEX

Ref	Agenda Item and Minutes	Actions	Owner	Completion Date
	<p>fire safety. The approach is to invest in those areas as they reduce the number of incidents we respond to.</p> <p>AE explained the key challenges in Technical Fire Safety are developing people with the knowledge and skills to fill the posts. We have a mix of Grey Book and Green Book staff but the technical development pathway can take between 2 to 4 years.</p> <p>COM asked what the team costs in relation to other departments in the service.</p> <p>AE will bring this detail to the next board.</p> <p>RH asked if this is part of the 2020 thinking and do we have a business plan?</p> <p>MC advised that the majority of larger fire authorities have people with the right skills and that generates some income.</p> <p>AE advised that we are not competing in the market place in relation to enforcement. We work nationally with a number of organisations to support them in the delivery of their fire safety enforcement responsibilities</p> <p>COM asks about benchmarking against national teams and whether data is available, including what level of enforcement is taken in different areas of the country.</p> <p>MC advised that enforcement action is published on a national website.</p>	<p>17/17 – Clarify the total number of staff involved in delivering fire safety enforcement and cost of the function and how this compares with the size and other functions within ECFRS</p> <p>18/17 – Provide comparison of the levels of enforcement activity carried out in the Family Group compared with ECFRS</p>	<p>Dave Bill</p> <p>Dave Bill</p>	<p>20th November 2017</p> <p>20th November 2017</p>



Ref	Agenda Item and Minutes	Actions	Owner	Completion Date
5	<p>Safeguarding</p> <p>MB advised what safeguarding in ECFRS involves and how it is implemented. Critical incident teams are set up at fire stations. We receive feedback from fire stations on how safeguarding is being delivered. MB confirmed that ECFRS have a highly motivated team working closely with Local Authorities and the Police to improve the way vulnerable people are safeguarded.</p> <p>RH asked for an example - the report states 400 children have been helped, is that close to the number we should be helping?</p> <p>MB advised that it is difficult to measure as how do we measure the vulnerable people we do not access / help?</p> <p>CG asked if there is an advantage of doing the work in a more coordinated fashion with other agencies / boards.</p> <p>AE explained that currently firefighters do more safety checks and are more equipped to know what to look out for than ever before. We are reviewing our safeguarding service and there are recommendations on how to further develop the team. There is a shared ambition across all agencies.</p> <p>RH asked about referrals and what we have done with those cases as a service.</p> <p>MB advised that regarding referrals we identify and recognise vulnerable people and make sure that information is passed to the right organisation. We do some intervention work as well as deliver to vulnerable groups in Firebreaks. Referrals are not just Fire's responsibility but we can identify vulnerable cases and</p>			



Ref	Agenda Item and Minutes	Actions	Owner	Completion Date
	<p>provide feedback to partners. We have no power to enter peoples' homes in pursuit of safeguarding.</p> <p>SH asked if we have many internal referrals regarding safeguarding.</p> <p>AE advised that some individuals have been referred by colleagues. In some instances, for example, colleagues could be moved to different work locations if appropriate.</p> <p>RH asked if it can be quantified what resources we have committed to safeguarding and the costs.</p> <p>AE advised that safeguarding was reviewed by the EFA 18 months ago.</p> <p>MB advised that more analysis work on safety activity and whether we are active in the right areas is being done and brought to the next Board.</p> <p>Regarding recruitment to safeguarding posts: MB advised that an advert is live and she currently hopes to fill the post within 3 months.</p> <p>COM asked about the outcome of referrals fed back to staff or fire stations, are the right cases being referred and what happens to those cases?</p> <p>AE advised that feedback is given to individuals who made the referrals. Future resourcing will be kept under review as part of the budget process and there is still work to be done on how we evaluate success.</p>	<p>19/17 – Clarify the cost of the safeguarding function and provide details of the breakdown between internal and external safeguarding of the service</p> <p>20/17 – Provide breakdown of the safeguarding activity being delivered in each of the geographical areas</p> <p>21/17 – Provide update on progress of filling the vacant safeguarding post</p>	<p>Dave Bill</p> <p>Dave Bill</p> <p>Dave Bill</p>	<p>20th November 2017</p> <p>20th November 2017</p> <p>20th November 2017</p>



Ref	Agenda Item and Minutes	Actions	Owner	Completion Date
6	<p>Performance Overview</p> <p>MS discussed Family Group - The analysis is provided by Hereford and Worcester. A few smaller services have joined the family group. No data is provided by Hampshire, Northamptonshire and Nottinghamshire as they do not contribute.</p> <p>RH asked what we do with this information and what it would mean in terms of our strategy activity, response work etc.</p> <p>AE advised that we use our own data as a benchmark and respond accordingly in terms of where we are on the similar group table.</p> <p>MC explained that it is less important where we are in the league but important to monitor our trends which also tend to be reflected nationally.</p> <p>On the subject of arson and fire setting: COM asked if there are mental health related fire setting issues, does it alter the preventative approaches around schools.</p> <p>MS advised that the challenge is how we measure, if you see a trend then tackle this through the education process.</p> <p>COM asked about comparative costs in different functions of the service i.e. cost to investigate arson. This is something that the new HMICFRS will look at.</p> <p>AE advised that there is only data available for benchmarking at the moment. HMICFRS will not set the vision for Fire but they will be part of the machinery for testing and a tool for seeing how the vision is delivered.</p>			



Ref	Agenda Item and Minutes	Actions	Owner	Completion Date
	<p>The challenge is who owns the vision for Fire, are we able locally to determine all of the paths?</p> <p>RH asked if the LGA had any involvement in groups coming together around the national vision for fire, as with the Police 2025 vision.</p> <p>AE advised that although the LGA do play a role in shaping a vision for the sector through the LGA Fire Commission and Fire Management Committee, it is largely driven locally. AE also outlined the role of the NFCC as they have a recently published strategy. It was then debated whether these stakeholders' views on vision for the UK FRS were universally held or if the PFCC should take ownership.</p> <p>RH advised he would like to organise a workshop to explain our vision and invite like-minded people to help design a future for Essex. A vision that then gets worked on nationally. We need to form a vision for the future to hand over to the HMICFRS when they ask for it.</p> <p>AE will provide evidence of work already done and share with SH/RH including where the LGA are and their views.</p> <p><u>Quarterly Review</u></p> <p>SH asked to what extent AE and SMT used the data in the quarterly report to inform their planning. AE confirmed that the info in the report did not inform planning at high level. It was designed primarily for the former FRA audience linked to 2020.</p> <p>MS advised we had 18 months to improve what we report against and challenge some targets as to whether they added value. The follow up piece "so what" was</p>	<p>22/17 – Review work undertaken to date by the LGA and NFCC in relation to the vision for the Fire Service and share with SH/RH</p>	<p>Adam Eckley</p>	<p>20th November 2017</p>



Ref	Agenda Item and Minutes	Actions	Owner	Completion Date
	<p>added and TK is working with organisations to produce data that had not previously been asked for. Discussed response times and incidents where we proceed under blue lights eg. life at risk. Advised we measure first response time. We may need to revisit in terms of how sophisticated our statistics are and how we measure.</p> <p>AE advised that nationally standards are based on time based attendance. ECFRS have databases of available resources to match against demand.</p> <p>A discussion was had on RTA's and MS advised that we are not called to all road traffic collisions.</p> <p>AE advised that if we arrive at an RTA within 10 mins we may have to wait for the ambulance to attend. More data can be provided to describe the demand/response position in future.</p> <p><u>Monthly Report</u></p> <p>RH asked about Page 8 of the Monthly Report</p> <p>AE advised this was brought forward to monthly and not quarterly.</p> <p>AE advised we are about to recruit whole time firefighters from existing on-call firefighters and have received about 90 applications which are to be sifted down to 12. A recruitment advertisement will shortly go out to members of the public and work has started in relation to developing Inclusive Workshops and ECFRS are supporting a campaign which is about to launch.</p> <p>It was agreed by all that the monthly report was useful and should come to future meetings.</p>			



Ref	Agenda Item and Minutes	Actions	Owner	Completion Date
7	<p>Budget Review</p> <p>RH commented that September and August figures are similar in terms of firefighter numbers and spend is below budget</p> <p>MC advised the overspend is in firefighter pay. Regarding a funding surplus we either add in the reserves or reduce capital finance requirement. If reserves are adequate we always recommend reducing capital finance. In terms of forecast, support staff is incorrect and this needs to be reviewed. Agency staff are in line with budgets. The issue in relation to the capital budget is a result of not spending money on service workshops as this now appears to have been deferred. We are checking the overspend on off road vehicles and community safety vehicles.</p> <p>A discussion was had on installing solar panels at every fire station at a cost of £1.6m with a 12 year payback.</p> <p><u>On-call firefighter head count numbers</u></p> <p>MC advised recruitment is improving. Our retention rate has worsened this year which is unusual. The dynamic has changed and we need to learn more about what this means.</p> <p>SH asked if there would be an increase if we expect a number of on-call firefighters to convert to full time and has this been factored into our planning.</p> <p>MS advised that as there are only 12 posts on offer and it is our hope that most of these will stay as on-call firefighters.</p>	<p>23/17 – Review and circulate revised forecast</p>	<p>Mike Clayton</p>	<p>20th November 2017</p>



Ref	Agenda Item and Minutes	Actions	Owner	Completion Date
8	<p>Capital Finance and Treasury Management</p> <p>MC discussed the loans position and what was borrowed against capital expenditure and the overall capital spend levels. Capital funding for both fleet and buildings, but with no leases on main fire engines only some officer's cars, was described. Advised that appliances have 12 years capital financing rather than the 15 years expected life.</p>			
9	<p>Budget Timetable</p> <p>MC advised the timetable is designed around producing a budget to put to the Strategic Board on the 6th December.</p> <p>Discussed the proposed 2% increase in Council Tax.</p> <p>MC explained that the main factors are already set in terms of Council Tax, firefighter numbers etc.</p> <p>RH asked if here is anything we can do to avoid the 2% Council tax and would this be acceptable.</p> <p>MC advised that there are no delivery savings in that timetable, we can look in more detail at potential savings around some of the collaboration work. For example - Look at what the Police are procuring for network opportunities around control rooms.</p> <p>RH suggested it would be healthy if our budget setting process looked at achieving efficiency savings of a minimum of 2% pa, with a 5% scenario also being scoped, with savings then reinvested back to the business (to be included in this budget process).</p>	<p>24/17 – To include the two scenarios in the budget Process</p>	<p>Mike Clayton</p>	<p>20th November 2017</p>



Ref	Agenda Item and Minutes	Actions	Owner	Completion Date
	<p>MC advised that ECFRS will be delivering savings in the next financial year. Looking across each area for opportunities for savings. There are two reviews in the timetable to see what is in the budget.</p> <p>AE advised we need to drive our efficiency further in the short term. A need to understand in more detail our efficiency plan, back office etc in this years' budget.</p> <p>AE discussed investment in an additional 48 firefighter posts in the dispute resolution agreement and the need to broaden the role of firefighters into more community safety activity.</p> <p>RH asked how the Unions fit into the budget setting schedule and what is the best way to engage them on it.</p> <p>MC advised that the Unions have not been consulted about this budget as to date there has been no requirement. MC advised that all unions were involved in the development of the options for change that underpin the budget preparation.</p> <p>RH suggested it would be useful to open up a dialogue with the Unions to advise them how the budget process is going. An engagement exercise rather than a consultation process and to make them aware of the budget build.</p> <p>RH asked if the NJC pay dispute changes anything.</p> <p>AE advised that a provision of 1% pa pay increase has been built into our budget planning and anything over that figure presents us with a funding challenge.</p> <p>MC advised that if the funding settlement goes beyond the 1% figure then more savings need to be made by</p>	<p>25/17 – Open up a dialogue and engage with Unions regarding the budget</p>	<p>Adam Eckley</p>	<p>18th December 2017</p>



Ref	Agenda Item and Minutes	Actions	Owner	Completion Date
	2020. There are strong reserves in the short term. There is a need to find the right solutions coming out of the pay negotiations.			
10	<p>2020 Programme Review</p> <p>AE advised that Rank to Role is going live on 1st November. Originally it was April but agreed with the Unions that specialised roles required further work so it was agreed to amend the schedule.</p> <p>MC advised we are working on the JNC Guidelines regarding job descriptions for every role. Consulted with the Rep Bodies regarding specialist roles and agreement was required from all four Rep Bodies that these will be in place by the 1st November.</p> <p>MS discussed the HOBS programme – Need to replace SAP as the current provider and move to a simpler HR management system. Looking at project delivery in March 2018 with a saving of £1/3m as opposed to £70k if we rebuilt SAP. A further benefit would be a role based system convergent with the Police system, if we are on board Fire will have the architecture to allow this.</p> <p>MC discussed migration and advised we are working on how to replace the client desktop.</p> <p>AE discussed the Home Fire Safety Model and its original schedule and scope, we are preparing the organisation for that model to be linked to the issues around safeguarding.</p> <p>ESMCP - MC advised that there is a cost to maintain the system of £1m per day nationally. We receive £1/2m grant per year. Airwave has been added to our costs</p>			



Ref	Agenda Item and Minutes	Actions	Owner	Completion Date
	<p>and they are met, If Airwave is deferred by a year the expectation is that this will be met by the Government. Our mobilising system contract runs out end of 2018 and we need to replace and be ESN compliant so need to be looking at this now.</p> <p>AE asked if we could work collaboratively with Police on this now, can we do a single tender contract award.</p> <p>COM advised we need clarity when the paper from Lois Stamp, on control room options, comes back from the Governance Board, as this will prompt questions as to what is next.</p>			
11	<p>AOB</p> <p>AE requested a discussion on two papers the first was in relation to sprinklers, the second in relation to extant decisions of the former Essex Fire Authority that have not yet been implemented.</p> <p>RH agreed the funding set aside for sprinklers to be spent in this area and requested that MC prepare the decision sheet to accompany the paper.</p> <p>MC, SH and CG to meet regarding any other extant decisions of the former Essex Fire Authority.</p>	<p>26/17 – Prepare decision sheet to accompany sprinkler funding proposal and send to SH/RH</p> <p>27/17 – MC/SH/CG to meet to discuss the extant decision and delegations of the former Essex Fire Authority and bring forward recommendations to RH</p>	<p>Mike Clayton</p> <p>Mike Clayton</p>	<p>20th November 2017</p> <p>20th November 2017</p>