



MINUTES

Meeting Essex Fire and Rescue Performance & Resources Board

Date 29th January 2018

Time 14:00 – 17:00

Location Kelvedon Park – FF37

Attendees

Roger Hirst (RH)	Police Fire and Crime Commissioner
Jane Gardner (JG)	Deputy Police, Fire and Crime Commissioner for Essex
Adam Eckley (AE)	Chief Fire Officer
Charles Garbett (CG)	OPFCC Treasurer
Carl O Malley (COM)	Police and Fire Collaboration Programme Lead for OPFCC
Mark Stagg (MS)	Director of Transformation
Dave Bill (DB)	Assistant Chief Fire Officer
Jan Swanwick (JS)	Head of ICT
Ben Pilkington (BP)	Assistant Director – 2020 Programme
Anthony Maude (AM)	Head of Performance & Scrutiny (OPFCC)
Colette Black (CB)	Assistant Director of HR, Essex Fire & Rescue Service
Sally Passmore (SP)	OPFCC – Minutes

Apologies

Tracy King (TK)	Assistant Director, Performance & Data Management
Glenn McGuinness (GMc)	Assistant Finance Director
Susannah Hancock (SH)	OPFCC Chief Executive

Guests

Simon Nobbs (SN)	Replacing Glenn McGuinness
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	<p>& b for clarification purposes</p> <p>09/17, 10/17 and 11/17 - it was agreed that AM and TK should liaise on the content of performance reports for the future.</p> <p>AE said that it would be useful to have page numbers on the minutes. It was agreed.</p>	<p>assigned to TK.</p> <p>02/18: AM/TK to liaise on content of performance reports</p> <p>03/18: SP to ensure page numbers are put in future minutes.</p>	<p>Anthony Maude /Tracy King</p> <p>Sally Passmore</p>	<p>28.02.2018</p> <p>29.01.2018</p>
3	<p>Forward Plan</p> <p>AE requested that the forward plan be updated to include the next 12 months of agenda items.</p> <p>Future Items:</p> <p>It was suggested that extant decisions be added to the next agenda.</p> <p>COM suggested the addition of the effects of collaboration upon the service be added to future agendas. CG suggested adding useful collaboration. AE asked whether this item would be better suited for discussion at the Strategy Board. COM advised that the board should consider resources allocated to both services and how it affects ongoing work as this would give definition to the shape of collaboration and its effects on and to service provision.</p> <p>It was noted that a timetable had been agreed at the Essex Emergency Services Collaboration Strategy Governance Board (EESCSGB). AE suggested keeping to the agreed timeline. The board agreed that this could be discussed at both the ECFRS and EP Strategic Board.</p>	<p>04/18: Addition of 12 months agenda items onto a forward plan.</p> <p>05/18: Extant decisions to be added to the next agenda.</p> <p>06/18: Effects of Collaboration to be added to the forward plan for the Strategic Board for both EP & ECFRS.</p>	<p>Anthony Maude</p> <p>Sally Passmore</p> <p>Sally Passmore</p>	<p>28.02.2018</p> <p>28.02.2018</p> <p>29.01.18</p>



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4	<p>EFA Trading:</p> <p>CG introduced the background to the report that the board members were in receipt of prior to the meeting. It was important to determine the future of EFAT going forward. To take that forward CG had recommended a time limited project team to take matters forward; reporting in March.</p> <p>CG suggested for example that some community development may be better served via EFAT and that drones may also be better served through the EFAT vehicle. There had also been discussions on whether it would be better for EFAT to convert to a community Interest Company (CIC). CG also advised that legal advice had been taken and that with further clarity, the range of the company could be defined.</p> <p>MS suggested that areas for consideration should include Market Share / Market Penetration and new products. Additionally, the company would need to build a revenue stream to ensure that tax payer funds are not compromised.</p> <p>AE stated that the figures in the paper needed to be checked with regards to membership of the project board. AE also asked for clarity on the solicitor that would be used. CG advised that the EP solicitor would be initially approached, but would be happy to involve the ECFRS solicitor. COM agreed with inviting both solicitors to meetings as they both have differing but vital expertise.</p> <p>CG suggested bringing a proposed structure of the company back to the board in March 2018. MS advised the board that he was aware that some Fire Authorities</p>	<p>07/18: To provide an report on EFAT to the March 2018 meeting</p>	<p>Charles Garbett</p>	<p>26.03.2018</p>



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	are reversing away from CIC companies. AE noted the risk to RH in his role as head of the authority. It was suggested that this could be clarified at the March meeting.			
5	<p>Review of IT Strategy – Terms of Reference</p> <p>All board members were in receipt of a comprehensive report that had been prepared by JS prior to the meeting.</p> <p>JS advised the board of the drive of the IT Service and its architectural principles.</p> <p>JS advised that the department use Technology Bricks in order to develop the strategy and that these bricks encompass Investigation, Develop, Exploit, Contain and Retire. JS advised that exploit meant using the product to it maximum potential. The report also contained details of all functional area processes and framework and development currently under review. This also contained infrastructure and management information systems / processes along with security, operating systems and application considerations. The board were also advised of the four stages deployed by JS from basic IT equipment through evidence of products and services, customer satisfaction to partner of business / value chain. JS noted that though discussion and architectural principles the synergy between ECFRS and EP services are evident.</p> <p>JG asked what was important for the department at present. JS advised that business as usual was an important consideration and that this included HOBS, decommissioning Wi-Fi and the exploitation of systems such as CRM. JS also advised that challenges include</p>			



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	<p>Computers in Cabs and Tablets.</p> <p>CG wished to compliment JS on the presentation. COM suggested a workshop for IT to be able to map opportunities. The board continued to discuss HOBS and the issues associated with its delivery.</p> <p>AE noted the fantastic job JS has done with moving IT over the past years from its previous state and considered that ECFRS is the most technically advanced service due to JS's endeavours.</p>			
8	<p>Budget Review – December 2017:</p> <p>CG advised the board that the report covered month 9 revenue and capital.</p> <p>Actual Total Employment costs for firefighters was £37,163m against a budget of £37,195m. Giving a surplus of £32k.</p> <p>The board continued to discuss detailed figures including variations noting that all figures are very near to budget.</p> <p>AE advised that recruitment is underway and that an agreement had been reached with the unions regarding ASW. CG noted that on call activity was lower than expected. AE advised that with regard to headcount, there had been 43 leavers. Although, headcount is increasing but not by as much as declared in plans. DB advised that other service recruitment also had an impact upon ECFRS especially near to the London border.</p> <p>CG also noted a variance in IT equipment. JS advised that this was a timing issue and advised the board of the details.</p>			



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	<p>DB advised that succession planning for the workforce had been formulated and CB advised that in recruitment, the 1st cohort = 13, 2nd cohort = 13 (including transferees), 3rd cohort is due in June 18 and an apprentice cohort was planned for 2019. CB also advised the board of the increasing diversity with 100 females recently attending taster sessions. These will be followed up with invitations to attend the next stage in the process.</p> <p>CG noted the forecast for the year being a surplus and was advised that there was a revised forecast for 2018-2019 with actions and next steps progressing robustly within budget.</p>			
9	<p>Monthly Performance Report:</p> <p>MS introduced the revised monthly report and noted that incidents had fallen over the last 5 months. The breakdown of incidents by station were included in the report in response to a request by OPFCC.</p> <p>It was noted that average response time was 10:33 minutes which was over target. The measurement process was investigated in full along with the history of case inclusion including remobilisation.</p> <p>The board discussed specific stations and busy hours and AE provided clarity to questions. It was noted that on-call stations appear to be busier than day crew stations. AM asked about the reduction in incidents and was advised that the range of community programmes are having an impact and that there had not been any spate conditions recently.</p> <p>In relation to attendance times, MS advised that some</p>			



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	<p>responses are to RTC which by nature are harder to get to due to traffic conditions. AE advised that historically the response was 20 minutes for retained stations and that all except Newport were achieving within 20 minutes. DB advised that Newport was a heavy duty rescue pump station which had an effect on their call times (M11/M25). The board noted that Newport appeared to be unfairly penalised and that interpretation needed to be reviewed. It was agreed that control would amend its process of keeping calls open, even though the original call had been cancelled – a practice which resulted in extended attendance times.</p> <p>The board also noted 2 on-call fire stations were above whole time.</p> <p>MS advised that the number of fires has fallen by 27% to 258 and the forecast is that it will continue to decrease slowly over the next 2-3 months.</p> <p>MS also advised that the breakdown provided averaging 11.59s could be due to traffic hindrance. AM queried the lack of Thaxted on page 2 of the report and was advised that this was possibly due to low availability or not required at a call. It was agreed that this should be included in the performance report.</p> <p>MS also advised on false alarms. JG noted spiking and the MS advised that this was possibly due to hospitals and lack of investment in fire alarm systems.</p> <p>AM queried whether the service contacts repeat offenders and was advised that the service has a process that it follows. AE suggested a list be prepared of the worst 20 offenders and how ECFRS works with them for review by the board.</p>	<p>08/18: Change arrangements in Control for recording attendance times once the original call has been completed</p> <p>09/18: Stations where there has been no attendance should be included in the performance report</p> <p>10/18: List of 20 worst offenders for false alarms to be circulated to the board.</p>	<p>Dave Bill</p> <p>Tracy King</p> <p>Dave Bill</p>	<p>28.02.2018</p> <p>28.02.2018</p> <p>26.03.2018</p>



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	<p>In discussion it was agreed it would be useful to have an assessment of how Essex compared to other members of the Family Group.</p> <p>HMIC requirements were discussed for performance statistics. It was noted that TK is the lead for this area. MS to speak with TK re: Sub Diagnostics. It was agreed that a report of the service's approach to the National Framework would be prepared for the March meeting</p> <p>*****RH arrived at 16:05 *****</p>	<p>16/18: Assessment of Essex compared to other members of Family Group.</p> <p>11/18: Report to be presented to the March meeting of the board on preparations for the HMICFRS inspection</p>	<p>Tracy King</p> <p>Tracy King</p>	<p>26.03.2018</p> <p>26.03.2018</p>
10	<p>Safeguarding: monthly update report:</p> <p>DB advised of the standard report and that a referrals breakdown had been included as requested. Trends have been analysed and nothing is showing as outstanding.</p> <p>DB requested that the board note the work done by Les Nicoll at Dovercourt & Jaywick Winter event. The board were advised that Les arranges for warm clothing, food and winter goods to be handed out to the less fortunate in the areas and has been holding these events for some time. Les also takes the time to speak to the community at these events and ensure that they have adequate smoke alarms /fire protection. The board wished to extend their wholehearted thanks to Les and his team for their help & support to the local community.</p>			
11	<p>Traveller Interaction and Spend:</p> <p>JG advised that DB and JG this would discuss this topic on 30th January 2018.</p>			



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6	<p>2020 Programme Review:</p> <p>The board were directed to the RAG report produced by BP and were advised that COSMOS was the new name of the ESMCP system. Appendix 1 details the RAG against budget & scope.</p> <p>BP also advised the board that appliance removals was now complete; recruitment was underway and that day crews have all received transitional meetings and now know where they will be in 2020.</p> <p>With reference to HOBS it was also noted that the failure of UAT is detailed in the risk register and that the paper has already been discussed at the ECFRS change board.</p> <p>The board also discussed the 8 projects that are without a project manager and learned that the change board has been asked to review. It was confirmed that control measures have been assigned where possible.</p> <p>The board were also advised that the HBS system has received notice but the service are keeping the system alive although the risk is increasing.</p> <p>RH asked about HOBS and was advised that UAT testing failure was linked to underlying issues but fixes are being analysed by Carval. RH asked whether HOBS can cope with issues. The board discussed business requirement and sign off along with complexity of system request.</p> <p>CG queries the commercial position with HOBS and whether Carval was meeting requirement especially in light of changes at Carval. BP advised that a status paper is being drafted by MS detailing confidence in</p>			



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	<p>changes and will be shared with RH.</p> <p>JG queried where outcome measures are discussed and was advised that this was done via a subset of the SLT change board. DB advised of the rationale behind the change board. RH noted that under the terms of delegation / financial regulations reports should be escalated to P&R.</p> <p>It was requested that CG attend the change board meetings going forward.</p> <p>RH also queried project manager vacancies and was advised that prioritised projects are allocated a manager. RH further queried 9 projects not being delivered and how the impact is being reported. BP advised that this is captured by process.</p>	<p>12/18: Review of financial regulations to ensure compliance for Change Board Subset.</p> <p>13/18: Provide a summary of changes under & over limit for P&R board</p> <p>14/18: CG to be invited to all meeting of the Change Board</p>	<p>Adam Eckley</p> <p>Adam Eckley</p> <p>Adam Eckley</p>	<p>28.02.2018</p> <p>28.02.2018</p> <p>01.02.2018</p>
7	<p>Cultural Change Programme:</p> <p>MS advised of the update to the programme including recommendations, actions for key themes that have been undertaken. The board were advised of the Vision, Values, Strategies and Plans along with next steps. It was noted that lots of involvements have been implemented in order to reduce the amount of policies.</p> <p>RH questioned areas that have not been implemented or whether they were stumbling blocks. MS advised of the development of a plan going forward and that an ethics committee is in place.</p> <p>MS also advised that ACAS work is ongoing regarding Grievance Procedures and that changes have been noted in that grievances are not reaching a level of seriousness that they once did.</p>			



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	<p>RH asked whether an SLA is in place for EP (PSD) to review and was advised that there is a provision to work / share with PSD and that rep bodies would also have to be consulted.</p> <p>Due to time constraints it was decided for JG & MS to take this subject offline and work through with MS to deliver the next culture plan by 31.03.18</p>	<p>15/18: To provide a forward looking culture plan by end of March 2018</p>	<p>Mark Stagg</p>	<p>26.03.2018</p>
12	<p>AOB</p> <p>There were no items to be considered under this heading.</p>			

With no further business to be discussed the meeting closed at 17:05