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| MINUTES |
| **Meeting** **Essex Fire and Rescue Performance & Resources Board** |
| **Date**  28th February 2018 |
| **Time** 12:00 – 14:30 |
| **Location** Kelvedon Park – GF01 |
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**Attendees**

Roger Hirst (RH) Police Fire and Crime Commissioner

Jane Gardner (JG) Deputy Police, Fire and Crime Commissioner for Essex

Susannah Hancock (SH) OPFCC Chief Executive

Charles Garbett (CG) OPFCC Treasurer

Dave Bill (DB) Assistant Chief Fire Officer

Mark Stagg (MS) Director of Transformation

Anthony Maude (AM) Head of Performance & Scrutiny (OPFCC)

Colette Black (CB) Assistant Director of HR, Essex Fire & Rescue Service

Matt Furber (MF) Assistant Director Prevention, Protection and Response

Sally Passmore (SP) OPFCC – Minutes

**Apologies**

Adam Eckley (AE) Chief Fire Officer

Tracy King (TK) Assistant Director, Performance & Data Management

Glenn McGuinness (GMc) Assistant Finance Director

Carl O’Malley (COM) Police and Fire Collaboration Programme Lead for OPFCC

Darren Horsman (DH) Assistant Director of Communications and Engagement

**Guests**

Sheldon Dyer (SD) Head of Purchasing - ECFRS

| **Ref** | **Agenda Item and Minutes** | **Actions** | **Owner** | **Completion Date** |
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| **1** | **Welcome and apologies:**  RH welcomed all to the meeting. Apologies were accepted from AE, TK, GMc, COM and DH. |  |  |  |
| **2** | **Minutes and Action Log:**  Minutes from the meeting held on 29th January 2018 were approved as a true and accurate record.  *Action Points:*  21/17 – Updated  27/12 – Closed  34b/17 – Updated  01/18 – Closed  02/18 – Updated  03/18 – Closed  04/18 – Closed  05/18 – Closed  06/18 – Closed  08/18 – Closed  10/18 – Updated  12/18 – Updated  13/18 – Closed  14/18 - Closed |  |  |  |
| **3** | **Forward Plan:**  DB requested item for Station Debrief to be added to the forward plan and to discuss with AM regarding inclusion.  AM asked about the Pay Policy Statement and was advised that it is being prepared for March 2018 and will be brought to the next P&R meeting  CB asked whether the Employee Survey results could be put on the forward plan for June 2018. | **17/18: All items were placed on the Forward Plan as requested.** | **Sally Passmore** | **01.03.2018** |
| **4** | **Budget Review – January 2018:**  CG covered the Budget Review in the absence of GMc. The board were advised that the figures contained within the report are for Month 10 – end of January 2018. It was noted that although overall employment costs are down, spend for whole time firefighters is slightly above budget. This was found to be caused by a £334k overspend on overtime mainly related to Additional Shift Working.  Virements from the on call budget have been actioned in order to balance figures. Additionally, community safety had an underspend of £27k.  The board were advised that Rep Bodies are content that we are delivering on agreed headcounts.  Budget pressures were also discussed by the board. CB advised that there has been a drive to decrease temporary staff and the figure is now 23 FTE instead of the previous 40 FTE and is in line with the strategy although job evaluation is driving support staff pay to 1.6% over budget. The board discussed the reasons and asked whether this is down to FTE discrepancies. CB advised that this was under investigation and could be due to the collaborative work stream.  RH queried the £349k overspend on directly employed staff. It was noted that this was in part due to driving down the number of temporary staff and changes in pay due to the recent job evaluation.  RH also queried the actual average pay rate per employee of £373 pa and requested precise figures from CB. CB advised that this could be due to differing agency fees but was willing to investigate and to compare like-with-like (agency). CG offered to assist with the analysis  It was noted that spend on IT has not been as high as predicted. Improvements highlighted in the report were recognised and acknowledged. | **18/18: Re-evaluate FTE discrepancies**  **19/18: Investigate the £373 pa on all staff as per support staff overspend declaration.** | **Colette Black**  **Colette Black/ Charles Garbett** | **26th March 2018**  **26th March 2018** |
| **5** | **Procurement:**  The board were in receipt of a detailed report prior to the meeting. SD requested consideration for his proposal to make changes to financial and authorisation levels.  The board discussed the current and proposed levels and noted that the proposed change to minor procedure would align with existing Essex Police levels. SD explained the rationale behind each of the levels to the board highlighting alignment to revised OJEU levels published in December 2017. RH asked how these proposed changes would be managed internally. DB advised that SD and the department are very much respected by the service and compliance should not be a problem.  SD advised that savings would be felt at the lower end of procurement as it is also intended to reduce suppliers. Much work has already been undertaken in this area and it is hoped that this figure can be further reduced. The importance of building relationships with suppliers was discussed by the board.  SD also advised the board of the CCS paper (December) and that it would be prudent to change the existing single sign off of one person to two persons.  SD also advised of a known issues with incorrect budget codes being used which is having a detrimental effect on correct analysis. The cultural process was discussed by the board and it was suggested that training is offered to reinforce correct and expected procedure.  *Verbal Orders:* The board were advised that these need to stop with immediate effect as they breach Financial Regulations.  *Property Services:* the board were advised that the property services department conduct their own purchasing. It was noted that the proposed limits would help to alleviate any further non-visibility. DB offered to pick up any issues and ensure the appropriate conversations take place.  The board acknowledged the progress that has been made in this area and advised that the proposal will need to be ratified via a formal decision sheet to the Commissioner. | **21/18: To prepare a formal decision sheet for the Commissioner based on the recommendations in the paper.** | **Sheldon Dyer** | **26th March 2018** |
| **6** | **Combined Groups Operational Performance:**  All board members were in receipt of a presentation prior to the meeting.  MF talked board members through the presentation noting that the station planner is being trialled. Discussion too k place on key elements, including differences in mobilisation times, appliance availability, and differences between areas. Where discrepancies were identified, work was being undertaken to analyse this further. It was suggested that key areas of focus should be brought to strategic board for discussion and consideration.  The board also discussed the individual targets for each station as well banding of stations. The changing risks during the day was also discussed along with response against availability. SH asked whether targets were set locally. MF advised that targets are set through IRMP and are valid across county. AM queried whether smaller vehicles would aid getting to incidents quicker.  \*\*\*\*\* MS arrived at 13:31 \*\*\*\*\*  Absence management & appraisal systems were discussed by the board along with fitness reviews. RH asked about the data on fitness. MF & DB advised of the issues and procedures deployed in order to capture the data. It was noted that technology is clunky and the current system required multiple actions to record single elements of data. This will be overcome in the new HOBS database. The result of this was that the figures looked worse than they were.  RH enquired as to how the content of the report (data) affects management. DB advised that the dashboard is used throughout the service to enable focus and 1:1 meetings. It is known that the process could be improved. In addition a working group was looking at the station planner. RH also asked whether appraisals are flagged onto the HR dashboard.  SH asked for information regarding HOBS and was advised that the due date is the 24th Sept 18. The board were also advised that UAT is currently in progress and 400 tests out of 11,000 completed. The board were further advised that a possible 2 tandem runs will be generated in order to ensure that the system is running correctly. MF advised that there are aspects of the CRM system that have not been activated yet. CG advised to pick up these issues outside of the meeting. |  |  |  |
| **7** | **Monthly Performance Report:**  The board acknowledged that a majority of the performance related issues had been discussed under item 6. However, individual items were further discussed:  *Wethersfield:* It was noted that there is a known delay in response time due to the location of the station. It was also noted that there wasn’t any particular incident that caused the reported increase in response time.  *Southend:* Increase in calls but no trends to identify reasons.  *Witham:* The board were advised that there are ongoing discussions and that the situation is probably caused by personnel not responding in line with their contract. The key hotspots in response time are being investigated.  DB advised the board that overall, the service is moving in the right direction regarding availability and response. RH queried RTC by station and the purpose of the data. DB advised that it is useful for training and response time analysis. The board asked whether ECFRS are bound to attend every RTC. DB advised that they would only attend when required and there will be more attendance in the future due to collaboration. It is hoped that with ongoing vehicle safety improvements RTCs will decrease. |  |  |  |
| **8** | **Safeguarding: monthly update report:**  DB advised of 120 outstanding cases awaiting acknowledgement from relevant agencies which are causing resource issues within the team. RH asked whether assistance with escalation by RH/JG would be helpful. It was agreed that DB and Donna Finch could continue to discuss with JG.  The board were advised that more referrals are coming in due to work in the community and the expectation is that safeguarding will increase. There is still 1 vacancy in the department yet to be filled.  The board were also advised that a policy is being formulated. DBS checks were also discussed including timely progression.  *Due to the sensitivity of the content, the rest of this agenda item was discussed under NOT FOR PUBLICATION* |  |  |  |
| **9** | **Workforce Report:**  All board members were in receipt of a report from CB prior to the meeting. CB talked the board members through salient points from the report.  It was noted that BAME is still in line with national statistics and that 3.7% identify as LGBT.  CB noted that a paper was being prepared The board also discussed gender pay and the public duty to publish information including any disparities. Through discussion on this topic it was noted that 4 x On Call firefighters are not managers.  RH questioned record keeping on disability. CB advised that this is asked at commencement of employment but will also be asked at first login to the new system so that records can be updated accordingly. AM requested that it would be helpful to have an anonymised table of long term sick with the length of time they had been sick. | **20/18: A breakdown of LTS figures to be sent to the board.** | **Colette Black** | **March 2018** |
| **10** | **Rank to Role:**  MS advised the board of the content of the report and added that pay is originally linked to role mapping which has been rationalised now to 7. The board were also advised that all station based roles have been completed.  Of the outstanding streams to be completed, control is now underway, and appeals should be completed by the end of March 18 and job descriptions are with the Rep Bodies.  The board questioned whether there would be any back pay costs for consideration and were advised that there was nothing outside of existing budget. The board also enquired whether the approach saved money and were advised that the exercise is cost neutral. The board were also advised that the outcome is alignment to other brigades except the London Fire Brigade (LFB).  The board were informed that the work should be complete in the next two months. |  |  |  |
| **11** | **Legal Services Review:**  The board were in receipt of a paper provided by AE prior to the meeting. It was agreed that further consideration would need to be given to this matter. |  |  |  |
| **12** | **Technical Fire Safety Succession Plan:**  It was agreed to reschedule this item for the next meeting. |  | **Dave Bill** | **26th March 2018** |
| **13** | **AOB**  There were no items to be considered under this heading. |  |  |  |

**With no further business to be discussed the meeting closed at 14:58**