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| MINUTES |
| **Meeting** Essex County Fire and Rescue Strategic Board |
| **Date**  18 September 2018  |
| **Time** 10:20 – 12:00 |
| **Location** FF33, Kelvedon Park |
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**Attendees**

Roger Hirst (RH) Police, Fire and Crime Commissioner

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

Pippa Brent-Isherwood (PBI) CEO, OPFCC

Jo Turton (JT) Chief Fire Officer

Dave Bill (DB) Assistant Chief Fire Officer, Prevention, Protection and Response

Matt Furber (MF) Assistant Chief Fire Officer, IRMP and Service Improvement

Glenn McGuinness (GM) Acting Chief Finance Officer

Colette Black (CB) Assistant Director of HR

Carl O’Malley (COM) Police and Fire Collaboration Programme Manager

Darren Horsman (DH) Assistant Director Communications & Public Engagement - OPFCC

Camilla Brandal (CBr) Minutes - OPFCC

**Apologies**

Charles Garbett (CG) OPFCC Treasurer

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

|  | **Item** | **Action** | **Owner** | **Date for completion** |
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| **1** | **Welcome and Apologies**RH welcomed all to the meeting and PBI introduced herself. Apologies were accepted from Charles Garbett and Anthony Maude. |  |  |  |
| **2** | **Minutes of last meeting**There was one amendment to the minutes of the meeting dated 8 June 2018, namely; Page 5 under item 7, paragraph 4 ‘There is a 10 year capital programme in place’ to be struck as it did not relate to anything. Subject to this amendment, the minutes were agreed.  | Minutes to be amended accordingly | CBr | 5 December 2018 |
| **3** | **Action Log**CB to ensure action log to be updated.The following actions were agreed to be closed:01/18 Strategic Planning Timetable02/18 Forward PlanThe following actions were discussed:03/18 Efficiency PlanDiscussed in Part 1 of this meeting. Propose close.04/18 EFA TradingNow on the P&R Agenda for December. DB waiting for national report to come out and a discussion would need to be undertaken around our response. MF has been appointed as a director of EFAT and both he and DB are going on a course to better understand how trading companies operate. JG commented that the OPFCC need to nominate someone from their office to be a director. Propose close.05/18 Hackitt ReportMoira Bruin will be presenting at P&R Board in December. Propose close.06/18 Vehicle and Equipment Asset ManagementStrategy paper to be put on Forward Plan for December Board. Propose close.07/18 Change Board updateOn Agenda for December meeting. Propose close.08/18 Strategic Assessment of RiskOn Agenda for October Performance and Resources meeting. Propose close. | CBr to ensure action log to be updated.**Action: 04 /18****JG to look into representative from OPFCC sitting on EFAT Board**. | CBrJG | 5 December 201805/12/2018 |
| **4** | **Asset Sub-Committee Update**DB presented the update paper which asked the Board to note the Fleet and Equipment update, the Property Services update, the ICT update and the decisions and actions agreed at the last Assets Sub-Committee Group. The Board were also asked to agree the proposed approach to amend the current arrangements for the Group to replicate those of the Essex Police Capital Management Board. DB would like the Terms of Reference to be looked at for this Group. RH explained the set up of the Essex Police SCCB which makes overall decisions but the programme is governed by an Estates and IT sub-committee of the SCCB. Any decisions arising from the sub-committee are dealt with by decision sheets signed off by RH. The sub-committee’s decisions are then taken to SCCB whose minutes and papers are publically reported but the sub-committee’s minutes and papers are not.After discussion, it was agreed that PBI would meet with DB to review the ToR and how the operational and capital decisions are made. However this was subsequently superseded by decisions taken in respect of Item 6 on the agenda (see below). |  |  |  |
| **5** | **Fire and Rescue Statement 2017-2018**JT presented the paper which has arisen following the national requirement for a Fire and Rescue Statement to be produced. After discussions with the OFPCC, it had been agreed that the Statement would be drawn up in the form of an Annual Report. The draft was attached at Appendix 1 withthe content to be discussed and agreed before being submitted to an agency to finalise the design. The draft will be presented to the Police, Fire and Crime Panel on 17 October for feedback and will then be presented at the December Panel as a final document. RH commented that he would like it to be shorter and say more. The Performance in Summary table states we are missing our targets but there is nothing to show the mitigations. Tables 9, 10 and 11 have a lot of nought percents and information “not recorded” – is this a statutory requirement, as if not, perhaps it would be better to have a contextual description of where we are etc? Injuries during operational incidents – perhaps this could have something on why, and what has been done as a consequence. Page 21 refers to learning outcomes that can be used – perhaps use examples. PBI mentioned the number of debriefs as 87 - should this reflect what number were required and what proportion were completed, and perhaps set out the criteria for doing a debrief? Also on page 21, the statement that there was 85% availability for 2017/18 doesn’t have an explanation or mitigation against it. There is an opportunity to say on pages 21 and 22 that we are aware of our need to invest in training.It was agreed that the above suggestions would be dealt with and following the amendments, Ben Pilkington to sit with JG and PBI to go through the amended draft.  | **Action: 09/18****Following the amendments to the draft, BP to sit with JG and PBI to discuss.** | BP | 03/10/2018 |
| **6** | **Audit Report – Transitional Governance**JG presented the paper on the RSM Audit report in Anthony Maude’s absence and commented that the report was very out of date and in JG’s opinion, done far too soon into the governance journey to reflect where we are now. JG commented that AM has provided some recommendations around what might be done differently. RH and JT to take outside this meeting. JG would like to raise the recommendation concerning the Change Panel. The OPFCC are invited to the Police Change Board as observers / contributors and JG would like to have the opportunity for the OPFCC to attend ECFRS’s Change Board meetings. JT to speak to BJ Harrington about OPFCC attendance and how it works. JT would like to flag that the Change Board structure is evolving as the last couple of meetings had not happened and the decisions were taken to SLT instead. After discussion, JT asked whether PBI would be happy to work through the structure with her taking into account the recommendations B and H from the Audit Report and bring back to December meeting.As a result, the action recorded under Item 4, for PBI to meet with DB to review the ToR of the Assets Sub-Committee and how the operational and capital decisions are made, was rescinded. In the meantime, DB to invite PBI to future Asset Sub-Committee meetings. | **Action: 10/18****JT to speak to BJH about OPFCC attendance at Change Boards.****Action: 11/18****PBI and JT to meet to discuss recommendations from paper and bring management actions and recommendations back to December meeting.****Action: 12/18****DB to invite PBI to future Asset Sub-Committee meetings** | JTPBI / JTDB | 4/12/201815/11/201815/10/2018 |
| **7** | **Strategic Assessment of Risk**DB ran through the updated Strategic Assessment of Risk document which ECFRS would like signed off by the PFCCFRA. The document covers about 80% of the IRMP processes and the peer reviews that have been done on it have generated good feedback. DB confirmed that a risk audit is planned to be undertaken and is with the auditors for timings.DB will send through the Decision Sheet for signing. | **Action: 13/18****DB to send decision sheet through to OPFCC for signature.** | DB | 15/10/2018 |
| **8** | **Fire and Rescue Plan Engagement**DH presented the paper on the Fire and Rescue Plan Engagement Plan. The notable changes to the plan were more Your Voice sessions with staff the feedback from which is being collated. Some key dates have changed in terms of when the public survey would be issued. It is still to be determined for how long the public consultation will be live. RH set out the reasoning behind the Fire and Rescue Plan and commented that now was the time to add the items that ECFRS would like to put to the public. After discussion around the IRMP process and consultations, it was agreed that the feedback from the sessions and the debate around the IRMP process and consultations would be taken to SLT, with a workshop to follow, before the public survey commences. After further discussion, it was agreed that DH would also reflect further engagement with the staff and representative bodies (especially around any potentially controversial proposals that arise) before the public survey commences on the plan. | **Action: 14/18****DH to amend the engagement plan accordingly** | DH | 15/10/2018 |
| **9** | **IRMP Update**MF had provided a paper to the Board on the Integrated Risk Management Plan, the salient points of which had been discussed alongside the Fire and Rescue Plan engagement under item 8 of this Agenda. |  |  |  |
| **10** | **Programme 2020 Update**MF presented the paper on behalf of Ben Pilkington which provided an update on the Programme 2020 projects that are still ongoing. RH asked who decided a project was closed. MF confirmed that a proposal would come to the Change Board that the project has concluded and therefore could be closed. RH commented that the report was really helpful in setting out the position, but there was no sense of ‘what matters most’ and he would like to see a table with a Red / Amber / Green status for future reporting. It was pointed out that this table was part of the 10 Key SLT Projects reporting. Following discussion of the table, RH would like to see a value column on the table along with a timeframe and which Board it was closed by and by whom.  | **Action: 15/18****BP to update the table with extra information on values, timeframes and where the project had been closed and by whom** | BP | 4/12/2018 |
| **11** | **Progress against Local Business Plan (Collaboration)**COM presented the paper and took the Board through the 10 tactical projects and their progress. The 10 projects include Parish Safety Volunteers, ERIS, Joint Rural Engagement programme, web-based portal for Safe, Well and Secure visits, Collapsed Behind Closed Doors, development of Community Speed Watch, Strategic Road Network, expansion of ECFRS Education team, Duke of Edinburgh provision for Essex Police Cadets and Restorative Justice Firebreaks. COM confirmed that two extra operational items are in progress, namely leadership training for first line managers and Student Police Officers Familiarisation Days.COM gave an update on the Strategic Programme of Work following the last Star Chamber, which included joint Fleet Workshops, shared use of ECFRS estate, classroom facilities for joint training, joint provision of specialist capabilities, joint Incident Command Unit, IT convergence roadmap, joint procurement initiatives, shared Control Room facility, increase in resources in the Dengie Peninsula, joint Community Safety function and the collaborative approach to repeat callers.A discussion took place around the STORM system and the possibility that Kent is going out to procurement to see if there is another system in the market that can be used. JT confirmed that ECFRS would not be making a change to STORM.RH would raise the concerns with the Kent IT function, STORM and collaboration with Kent F&RS on 21 September at the Kent / Essex PCC Collaboration Board.COM gave an update on the OPE funded projects and the Police Transformation Fund grant. COM also provided updates on the Benefits Realisation work, the Tactical 10 projects, engagement with rep bodies and communications and engagement. JT suggested that any rep body regular meetings already in ECFRS diaries are utilised for a collaboration catch up. | **Action: 16/18****RH to raise STORM issue and collaboration with Kent F&RS at Kent / Essex PCC Collaboration Board meeting****Action: 17/18****JT to ensure collaboration on rep body engagement agenda** | RHJT | 21/09/201815/10/2018 |
| **12** | **Ten Key SLT projects and Change Board update**DB presented the update paper on the Ten Key SLT projects which included the ICT refresh, IRMP/2020 programme, Corporate Risk Management, HMI inspections, Cultural Change, Service response to Grenfell, Customer Relationship Management development, Operational training and COSMOS.RH commented that, as there were only 9, the Local Business Case should be included as he would like to see it as one of ECFRS’s SLT’s projects. DB confirmed that, as HOBS is due to go live as at 1 October, it had been taken off the Ten key SLT projects list.RH commented that, under the IRMP/2020 programme, the Fire and Rescue Plan is not mentioned in the title, although it is in the key objectives. DB will amend.A discussion took place around the CRM development project and the lack of shared data being utilised across the Service. It was commented that the product is good but that working processes currently do not support it, and that the project had previously been closed prematurely. DB confirmed that there is a backlog of forms that have been produced but which are yet to be put onto the CRM system and therefore not producing up to date information for premises for use by operational crews.In relation to Appendix Two, the status of those items classified as “Not a project” was queried and it was explained that these are initiatives that were considered not to require a full project management / governance approach.The status of the on-call conversion project was queried and it was confirmed that timelines are currently being refreshed and reviewed.RH asked whether the Ten key SLT projects should be on the P&R Forward Plan. JT confirmed that a paper on Operational Training is on the P&R forward plan for October. ICT and COSMOS would be discussed at the Collaboration Programme Board.  | **Action: 18/18****Local Business Case to be added to the Ten Key SLT Projects going forward****Action: 19/18****DB to amend title of IRMP/2020 Programme to add Fire & Rescue Plan** | DBDB | 15/10/201815/10/2018 |
| **13** | **Forward Plan**The Ten key SLT projects update to be added to the Forward Plan. | **Action: 20/18****The Ten key SLT projects update to be added to the Forward Plan.** | **AM** | 15/10/2018 |
| **14** | **Any Other Business**JT asked the Board to note that the SLT restructure paper had been agreed with Roger and circulated for information.  |  |  |  |

Dates of future meetings:

5 December 2018

8 March 2019

6 June 2019

17 September 2019