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| DRAFT MINUTES |
| **Meeting:** **Essex County Fire and Rescue Performance & Resources Board** |
| **Date:**  30 October 2018 |
| **Time:** 1000 to 1230 |
| **Location:**  FF41 - Kelvedon Park |
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**Attendees**

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

Pippa Brent-Isherwood (PBI) CEO, OPFCC

Jo Turton (JT) Chief Fire Officer

Dave Bill (DB) Assistant Chief Fire Officer

Matt Furber (MT) Assistant Chief Fire Officer

Colette Black (CB) Assistant Director of HR

Glenn McGuinness (GM) Acting Chief Finance Officer

Lucy Clayton (LC) Performance Analyst, Performance & Data Management

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

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

Camilla Brandal Minutes - OPFCC

**Apologies**

Roger Hirst (RH) Police Fire and Crime Commissioner

Charles Garbett (CG) OPFCC Treasurer

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

| **Ref** | **Agenda Item and Minutes** | **Actions** | **Owner** | **Completion Date** |
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| **1** | **Welcome and apologies**  Jane welcomed everyone to the meeting. Apologies were received from RH, CG and TK. |  |  |  |
| **2** | **Minutes and Action Log**  There were no amendments to the minutes of 24 September 2018 and they were subsequently agreed.  Closures agreed on action log:  052/18 Forward Plan  057/17 Monthly Performance Report  058/18 Safeguarding  059/18 Safeguarding  063/18 Performance Report  Updates to the action log:  **056/18 Budget Review**  GM to finalise work on incorporating the collaboration work into the Finance report (due to the forecasting work taking precedent). Will be included in the November paper.  **058/18 Safeguarding**  DB reported that the ‘open’ cases that are with ECFRS have been reduced to 6. Closed.  **060/18 Risk Register**  DB and JG to meet to discuss Risk Register further. Propose close.  **061/18 ESMCP**  MF had had a brief conversation with AM as it is going to be difficult to report against the financial challenges until the National Full Business Review is complete. To be brought back to January 2019’s meeting.  **062/18 ECFRS Response Strategy**  MF confirmed that the list of documents HMICFRS require is contained in the update paper. Propose close.  **Any Other Business**  Not captured in the previous minutes but RH had asked PBI to obtain an update on the Traveller Unit and the discussions that DB had had with them. DB confirmed that he had met with them and currently there is a review being undertaken by Steve Andrews who had confirmed to DB that proportional funding would form part of the review. |  |  |  |
| **3** | **Forward Plan**  JT asked if the Peer Review results could be put onto the November meeting provided the report had been received. JG suggested putting the Peer Review updates in the Forward Plan.  MF asked if the HOBS paper could be moved to the Forward Plan for January as the go live date has changed to December. | **Action: 64/18**  **AM to add to the Forward Plan**  **Action: 65/18**  **AM to add to the Forward Plan for January** | AM  AM | November  November |
| **4** | **Complaints and Grievance Policy**  MF set out the background to the need for the policies being reviewed which had arisen from the Phase 1 plan under cultural change. The Complaints and Grievance Policy would remain as one document but an independent Whistle Blowing policy would be implemented. TK and DH have led on the work around the C&G policy following on from staff workshops and the feedback has been captured in the C&G policy. There was a feeling from staff that they were less concerned with actions coming from speaking out but there is a need to acknowledge that something will be done. The recommendations from the paper are that a single feedback document be developed which brings feedback policies and processes to make it easier for the public and staff to negotiate. ECFRS are to liaise with the NFCC Central Programme Office to develop understanding of the work undertaken in respect of professional standards. A review of the Whistleblowing Policy and Complaints and Compliments policy to include RH having a role in the public complaints appeal process, the Monitoring Officer being the point of contact for the Whistle Blowing policy, and the revised Complaints policy to incorporate a process for complaints against the Chief Fire Officer, the PFCC and DPFCC. A quarterly oversight process would be put in place around the scrutiny and transparency of grievances, complaints and compliments. The potential for a review process to be put in place to review all closed investigations of grievance claims to seek lessons learned.  A plan will be developed to implement a timeline for employee engagement and Rep Body consultation, the implementation of the sign off and publication of policies, and the promotion of the new policies to staff.  JG asked whether SLT had any concerns around resourcing issues for producing this piece of work, and MF confirmed that SLT would look at whether this piece of work would impact on the budget work and then decide whether to stop other pieces of work in order to accommodate.  JG asked about the development of the timeline and when it might be delivered. MF was not sure but he was of the opinion that the engagement with the Rep Bodies alone would take up to 6 weeks. DH commented that maybe the draft policies are brought back to the P&R Board before the HMICFRS inspection to show positive progress. MF to talk to TK about the progress and timeline and will bring an update back to the next meeting.  RH asked PBI to raise an issue around Recommendation 1.1 being amended to read “final agreement of the policies to go through SLT and then be brought to the Strategic Board for approval’.  RH had asked PBI to raise his point that he thought that the Conduct and Discipline Policy was to be included in the scope of the review. CB confirmed that the Discipline Policy had been reviewed with ACAS who had made recommendations. A disciplinary course had been run and more courses have been booked. JG asked whether as the policy is in development, is it going to be brought back to SLT and then the Strategic Board for sign off. CB confirmed that it would. DB commented that maybe the suite of policies be brought to the Strategic Board on 8 March so that they are in place by the time the HMICFRS inspection takes place.  JT asked a question around whether any of the reporting would be taken to the Police, Fire and Crime Panel? JG confirmed that although this would be included in the papers, perhaps it would be a better item for the Ethics and Integrity Committee. JT agreed.  JT had a query on how best to capture compliments and share with staff. DH confirmed that the Comms team would be reviewing how compliments are reviewed and fed through to staff.  AM commented that the NFCC timelines will not be the same as ECFRS’s and asked whether any other policies could be obtained from other FRAs to save time. A discussion took place around this and it was agreed that this would be discussed by SLT and fed into the timeline.  DH left the meeting at 10.35am | **Action: 66/18**  **MF to speak to TK about progress and timelines of the policies and will bring an update back to the next Board.**  **Action: 67/18**  **Suite of policies to be signed off to be brought to the Strategic Board on 8 March 2019.** | MF | November |
| **5** | **Training**  CB commented that since the paper had been written and the majority of the recommendations in the paper had been agreed at SLT, the Peer Review had taken place which had produced initial feedback on training. There is a debrief session planned for 31 October at SLT where some of the L&D priorities will be reviewed. CB commented that for the purposes of this meeting, it would be worth reaffirming the commitments and principles, the summary of the service ECFRS are trying to provide and the priorities as they currently are with a caveat that they need to be reviewed.  This paper mentions reporting which is covered under the HR Quarterly paper.  JG commented that the results of the Peer Review will drive some of the items under L&D. JG also wanted to acknowledge the work the L&D team have been doing in the run up to the Peer Review.  JG asked about the 9 line managers’ non-attendance at a particular course and whether this was acceptable. CB confirmed that this was not acceptable and she had been driving the reporting to provide the data to make it more transparent. The non-attendance also had an effect on budgeting as there were financial implications on the Service with non-attendances.  JG asked CB about critical training and when it expires, what happens to the employee and are they taken off the run. DB and MF both confirmed that this is what would happen and it can cause real issues. DB confirmed that this was looked at after the last audit on training and work has been done with the training team to centralise the records. CB confirmed that all the employees with currently expired licences were all long term sick.  RH had asked PBI to mention the new timeline for the training and development and what the status was with it? CB confirmed the timeline will be presented at next month’s meeting.  PBI also commented that RH had asked whether the actions from the 3 previous audit reports had been tracked. After discussion it was confirmed that actions are picked up in the audit tracker and presented to the Audit Committee. PBI would reassure RH that the actions are being dealt with.  PBI asked about the financial implications on overspending on training but meeting the underspend from elsewhere, do we need to add another recommendation around requesting a virement for training? It was confirmed that GM would pick this up in the budget report later in this meeting.  PBI raised a query around the statement that all FF’s and watch managers should hold a BA qualification and whether it would be worth licensing outside this cohort? DB confirmed that the training requirements to maintain extra BA qualifications would be significant versus those who already hold a licence and carry out training on an almost daily basis. JG commented that the Peer Review had mentioned consideration being given to the whole resilience piece and work would be done on this going forward.  AM asked about the lease at MDP Wethersfield as he had heard conflicting stories around what was happening. DB confirmed that the lease is being extended for another 3 years. Decision sheet is with RH for sign off. JG commented that the Garrison at Colchester had also offered any assistance should it be required. | **Action 68/18**  **CB to present revised training paper to November Board. This will be incorporated into a new paper to be presented to the November Board.** |  |  |
| **6** | **Staff Survey Feedback**  CB confirmed that an SLT paper had been produced in August which was the engagement staff survey results but due to her being away last week, it was not included in the papers for this Board meeting. CB will circulate this to the Board.  CB confirmed that a full analysis had been undertaken of the feedback and most of the station managers now have a local action plan in place. There has been difficulty in producing a local action plan for the on-call stations due to the time restraints and capacity around operational training.  An overarching action plan has been put in place for future staff surveys and a Comms Plan has also been put in place to deal with ‘you said, we did’ type of events.  JG had a general comment about how to support the on-call stations with the development of their local plans. Following a short discussion around how to support the on-call stations and the Peer Review item that had arisen around this, it was confirmed that training would be designed for the on-call stations (being more difficult to set up) which would then form the basis of the whole time training by default.  JG asked whether there was anything that the OPFCC could do more to help with the completion of the staff surveys? CB to take this away and think about it. DB commented that the visibility on stations for the Fire & Rescue Plan has produced positive feedback, but evidence that they had been listened to needed to be fed back to the stations that had been visited.  A discussion took place around OPFCC doing more ride alongs, visiting stations, and maybe hot fire training for PBI. | **Action: 69/18**  **CB to circulate SLT staff survey paper to Board.** | CB | November |
| **7** | **HR Quarterly Report**  CB drew the Boards attention to two enhanced sections of the HR Quarterly Report, on recruitment and Learning & Development. CB had been working with the team to enhance the recruitment reporting so that it added to the value reporting and evidence based decision making. CB took the Board through the report and the work being done to address the differences between reality and perception. The report also comments on on-call recruitment and training times and reference checking.  CB commented on the L&D reporting part of the report which is a new part of the reporting focusing on priorities and where attention needs to be directed. CB will be concentrating on the force evaluation feedback from the Peer Review.  PBI asked about the stability index and whether we had any reporting against the industry standard. CB confirmed that although there isn’t a Fire Service Industry Standard in place, a healthy stability index is used and ECFRS is currently at 80%.  PBI asked about whether there were reoccurring themes in the grievance reporting and CB commented that they are fairly mixed with grievances, rank to role and bully perceptions. JT commented that the Your Service system for on-call staff was not showing in the report. The Your Service system is a three month trial allowing on-call staff to be able to speak to a member of HR for any queries they may have between the hours of 5.30pm and 7.00pm during the week. CB is hoping to introduce a similar system with the L&D queries early next year. |  |  |  |
| **8** | **Risk Register and Business Continuity**  DB presented the paper on the Risk Register and Business Continuity. DB confirmed that he would be changing the format of future papers to include more on audit reports, items on the Risk Management policy and the guidance document on JCAD. The Strategic Assessment of Risk report has an internal audit being carried out on it next week. DB confirmed that he will be putting quarterly meetings in place with the risk owners from the end of November, the results of which will be fed through to the Audit Committee.  DB also reported on Business Continuity, and confirmed that most departments have now got a Business Continuity Plan in place (Finance were still outstanding). DB confirmed that an overarching plan will be brought to the November Board meeting for the Board to see progress.  DB commented on the Appendix to the paper which is in the format taken to the Audit Committee. DB proposed that as part of the strategy and policy planning, any items over 6 would be brought to this Board for discussion. DB would prepare a smaller summary document on the strategic risks and provide more detail on the top two risks to the next P&R Board.  DB confirmed that SLT formally minute items for the Risk Register and suggested that they be attached to the OPFCC’s Risk Register. DB to speak to JG outside this Board. | **Action: 70/18**  **DB to bring Business Continuity overarching plan to November’s Board meeting.**  **Action: 71/18**  **DB to prepare smaller summary document and provide more details on top two risks for discussion.**  **Action: 72/18**  **DB to speak to JG about items onto the OPFCC’s Risk Register.** | DB  DB  DB | November  November  November |
| **9** | **Budget Review**  GM reported on the Budget Review paper which sets out the results from the first half of the year. In summary, there was a spend of £32m against a budget of £32.9m. The £900k underspend consisted of a £400k underspend on firefighter pay and a £162k underspend on on-call firefighters in particular. GM expects the underspend of £300k on pay to continue over the second half of the year which is mainly due to recruitment figures being lower. There was an overspend on support staff still on causal and temporary staff but this is being addressed. The pay rates are up following a job evaluation piece of work done on the ICT team.  The table on Page 4 sets out the head counts and shows an overspend of £85k on support costs. Some of the overspend is training and GM expects this to increase. RH had asked whether the training item requires a virement and GM confirmed that it would. Other areas that are showing as an overspend are travel and subsistence, lease costs, training, premises and equipment. There is still an underspend of £264k on IT costs and GM expects this trend to continue.  RH had asked PBI to raise a couple of items, namely; Page 2 had a summary of funding and he would have liked to have seen a breakdown of the detail and linked to that on Page 8 it looks that there is £112k more for funding and he would like to see what it involves. GM confirmed that he would provide the breakdown for future reporting.  RH had also queried the contribution to reserves of £294k on Page 2 and GM confirmed that this is as a result of the way the budget has been phased and this reserves item would be touched on later in the meeting.  RH had also asked if someone could let him know what percentage of calls had been responded to by on-call firefighters (possibly in one financial year). DB confirmed that he would speak to Lucy Clayton in Performance to see if this information could be extracted.  The forecast summary on Page 8 shows that the budget for the year would be balanced by releasing £2.569m from reserves. GM is forecasting that a spend of £71m for the year against £70m in total of funding which would leave a shortfall of £987k. GM is suggesting that instead of using just over £2m of reserves, £1m of reserves is used. Some in-depth work has been carried out with the budget holders looking at capital expenditure and the capital forecast spend from this work is now set out in the table of Page 9 of the report.  GM confirmed that the additional areas of cost were training and day crewed settlements (including relocation expenses at £11k per head) would be included in this year’s budget.  Going back to RH’s question around the £294k reserves contribution, GM directed the Board to the forecast against budget table on Page 8 and the figure of £700k in the first column. This figure contains amounts for pay inflation and non-pay inflation and is part of the phased budget which will be used throughout the year. The forecast is not using all of the £700k as the figure for non-pay inflation is not released to budget holders. JT confirmed that the quarter budget would be using the contribution to/from reserves line would be used in the way that pay and non-pay inflation is managed and that it is not intended that a contribution to reserves is being made.  Page 9 of the report dealt with the capital expenditure for the 6 months to 30 September 2018 was shown in the table with the total amount coming to £2.6m. The largest item included in this £2.6m is £1.1m for asset protection. The investment of £524k in IT relates to HOBS, MDT replacement programme, devices on appliances and hardware replacement.  JT wanted to confirm that the £3m figure for Service Workshops that was in the original budget but is now not showing in the forecast has not ‘disappeared’ but in the review that has been carried out on the capital programme, £3m will not be spent on the Service Workshops this financial year. The figure is contained in the Medium Term Financial Plan.  The Peer Review feedback brought up two items of spend on IT ‘off the shelf’ products that may need to be purchased sooner rather than later.  RH had had a question on the review of the capital spend – he remembers asking for the review but was not sure where the outcomes had been signed off and how this is going to be done? GM to email RH with a line by line detailed report on the outcomes as the report just contained a summary.  GM and JT had had a discussion outside the Board meeting around the content of the reporting and the time pressures on the Finance team in producing the monthly reports and whether it would be worth putting more detail into the quarterly reports. | **Action: 73/18**  **DB to speak to Lucy Clayton about pulling out data around the percentage of calls being dealt with by on-call firefighters.**  **Action: 74/18**  **GM to email RH (copying in PBI) with a line by line detailed report on the outcomes from the review of the capital spend.** | DB | November |
| **10** | **Performance Management Framework update**  MF presented the paper on the Assurance and Performance Framework/ Approach and asked the Board to note the recommendation of supporting the proposed approach to the development of an Assurance and Performance Framework for ECFRS.  As the development of the Fire & Rescue Plan is under way, a review of the assurance and performance arrangements around the plan is being undertaken and the model set out in the paper is proposed to be used. It is anticipated that the review will be implemented over 9 months at which point the first quarterly report will be ready. The recruitment of a fixed term specialist is budgeted for in the Performance & Data team and the role will lead on the development of the performance measures.  MF commented that the business planning process is currently under review and it is hoped that it will be on a 4 year cycle aligned to the election timeline for the PFCC. Q1 of each year will be a review of previous activity, Q2 would deal with high level directorate plans, Q3 would review the budget and Q4 would deal with developing detailed delivery plans for each department.  PBI commented that once the Fire & Rescue Plan is signed off by the Police, Fire and Crime Panel in February, the performance measures set out in the framework could have been agreed by then. It was decided that JG would speak to MF about the performance measures and how to present this best to the Panel.  JT asked whether this item was on the Forward Plan and it was confirmed that it is an action on the Strategic Board’s Forward Plan. AM would check the timelines on the Strategic Board’s Forward Plan and the Fire & Rescue timelines for the P&R Board. | **Action: 75/18**  **MF, TK and JG to meet to discuss the performance measures and how best to present to the Panel.**  **Action: 76/18**  **AM to check the timelines on the Strategic Board’s and P&R Board’s Forward Plans for the publication of the Fire & Rescue Plan and presenting at the Police, Fire and Crime Panel.** | JG  AM | December 2018  November 2018 |
| **11** | **HMICFRS update**  MF set out the background to the HMICFRS inspection in Tranche 3 (Spring 2019) of planned Inspections. ECFRS’s Service Liaison Lead is Bill Harvison who is tasked with visiting the Service ahead of inspection to gain understanding of the Service. Bill Harvison is also responsible for Kent and Herts Fire Services and as Kent will be inspected in Tranche 2, Kent will become Bill’s main focus before Spring 2019.  The Peer Review allowed the Service to test the Welcome Pack and the feedback received was very positive.  The paper also deals with data returns, the task force that was formed in April 2018, people engagement, timelines, a pilot self-assessment, a pilot document request and evidence gathering against diagnostics/ grading criteria.  JG suggested that maybe that during the preparation for inspection, the OPFCC and SLT could work together so that everyone is on the ‘same page’.  PBI suggested that a series of position statements could be drawn up to help with getting the ‘consistency message’ across.  PBI asked about the proposed documents schedule and where there is a ‘no return’ against an item, how this is going to be addressed? MF confirmed that they would be looking at where gaps occurred in an effort to close the gaps. If a document is unable to be submitted against a particular request, MF was of the opinion that this would then form part of a key area of focus.  COM suggested that in order to deal with not having a document perhaps it would be worth taking a look at other Fire Services and seeing if they had any documents that ECFRS could use as drafts or a document that is being drafted.  PBI asked about the commercial strategy document and whether the trading company would have anything that could be used. After discussion, it was decided that as most Fire & Rescue Services do not have a trading arm, the commercial strategy document would be interpreted as dealing more with procurement.  Lucy Clayton joined the meeting  Matt Furber left the meeting |  |  |  |
| **12** | **Performance Report (including safeguarding figures)**  LC took the Board through the monthly Performance Report. She reminded the Board that the Performance team are adapting the Performance report each month to bring some of the more interesting data points to the Board’s attention.  This month’s report contained dashboards on:   * incidents (false alarms, fires and special services) * attendance information (animal rescue has been removed from this dashboard) * call handling (the call flagged on 30 September lasted for 12 hours – this arose as an engagement with a partner agency putting ECFRS on standby. AM asked about the standby calls. DB and LC confirmed that normally Control close these types of calls and open new ones when the standby becomes active. On this occasion, this did not happen. * distribution of attendance times. PBI asked if the targets could be put onto this dashboard and LC would put the totals onto the dashboard for next month’s report. * Availability (98.3% so at target) * Fires (primary, secondary, ADFs (accidental dwelling fires)) * HR report and overview (absence, fitness) * health and safety * information on Community Safety and Domestic Violence visits. LC has clarified with the team that on the domestic violence calls, ECFRS are asked to attend with Essex Police but ECFRS cannot always attend due to availability. Action can be closed. LC is speaking to Lee Lucas (Head of Community Safety) to see what dashboards can be produced for future meetings. PBI asked whether the data from the previous year could be put onto the dashboard for comparison purposes. * safeguarding referrals (community builder engagement, children safeguarding referrals, adult safeguarding referrals) * Statutory requests received * Animal Rescue. RH wanted to see what the impact was on the removal of the animal rescue from the data on attendance information. These are set out as all animal, excluding all animals and small animal incidents. Control mobilise on large animal incidents but not on small animals.   JG thanked LC for all the hard work done on these dashboards. | **Action: 77/18**  **LC to put totals onto distribution of attendance times dashboard.** |  |  |
| **13** | **Any Other Business**  There being no other business, the meeting closed at 12.35pm. |  |  |  |