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| MINUTES |
| **Meeting:** **Essex County Fire and Rescue Performance & Resources Board** |
| **Date:**  30 November 2018 |
| **Time:** 09:30 to 12:00 |
| **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, ECFRS

Dave Bill (DB) Assistant Chief Fire Officer, Director of Prevention, Protection & Response, ECFRS

Matt Furber (MT) Assistant Chief Fire Officer, Director of IRMP and Service Improvement, ECFRS

Colette Black (CB) Assistant Director of HR, ECFRS

Glenn McGuinness (GM) Acting Chief Finance Officer, ECFRS

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

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

Glykeria Anyfanti (GA) Boards Support Officer – OPFCC, Minute-taker

**Apologies**

Roger Hirst (RH) Police Fire and Crime Commissioner

Charles Garbett (CG) OPFCC Treasurer

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

**1 Welcome and Apologies**

JG welcomed all attendees to the meeting. Apologies were received and accepted from RH, CG, and TK.

**2 Minutes and Action Log**

Minutes

The minutes from the meeting of 30th October 2018 were approved by the Board as accurate reflection of the discussions.

Action Log

56/18 – Budget Review. GM will complete the review for the next meeting. The action will remain open.

60/18 – Risk Register. A relevant item is on the agenda. The action can now be closed.

61/18 – ESMCP. This is on the forward plan for January 2019. The action can now be closed.

62/18 – ECFRS Response Strategy. The action can now be closed.

63/18 – Performance Report. The action is completed and can now close.

64/18 – Forward Plan. The Peer Review was added to the Forward Plan as a regular agenda item. JT had a draft report but the final report would come back from the LGA and then this will be added to the agenda. The final amendments were sent on Monday. JT will discuss this with RH in their one-to-one meeting. The action can now be closed.

65/18 – Forward Plan (HOBS paper). The action is completed and can now close.

66/18 – Complaints and Grievances. There is a paper now on timelines of the policies. The action can now be closed.

**Action 78: A workshop to be arranged to discuss the paper** **on the complaints and grievance policies.**

67/18 – Complaints and Grievances Policy - The suite of policies to be signed off. This action will remain open.

68/18 - The final version of the revised training paper was not provided so this will be deferred for the next P&R Board meeting. This action will remain open.

**Action 79: A workshop to be arranged to go through the details of the training paper.**

69/18 – Survey Feedback. This was completed and the action can now close.

70/18 – Risk Register and Business Continuity (overarching plan). Appendix 3 is related to this item and will be presented at the meeting. The action can now be closed.

71/18 - Risk Register and Business Continuity (smaller summary document and top two risks). These are Appendix 1 and 2 and will be presented at the meeting. The action can now be closed.

72/18 - Risk Register and Business Continuity (OPFCC’s Risk Register). DB met with JG and had a discussion around the risk register, and will have a follow-up meeting. The action can now be closed.

73/18 – Budget Review. DB spoke to Lucy Clayton about pulling out data around the percentage of calls being dealt with by on-call firefighters. This is included in the performance report which will be presented by MF. The action can now be closed.

74/18 – Budget Review. GM sent a report on the outcomes from the review of the capital spend to RH but will need to check whether PBI was copied. The report will be shared with PBI if she was not copied originally. The action can now be closed.

75/18 - Performance Management Framework. JG stated that work is progressing well around the performance measures and on how best to present this to the Panel.

76/18 - Performance Management Framework. AM updated that the Police, Fire and Crime Panel is on the 7th February 2019 and there is constricted time to hold a Strategic Board to review the plan considering that the documents need to be circulated 15 days before the meeting. PBI mentioned that the P&R meeting was due to take place early January 2019; this needs to be rescheduled for a suitable time. JG stated that in any case a formal audit trail needs to be followed. It was agreed that the sequence of discussions and decision making is important and more consideration is needed about this. The action can now be closed.

77/18 - Performance Report. This action is completed and can now close.

**3 Forward Plan**

* AM advised that the ECFRS P&R meeting on the 4th January 2019 which was the deferred meeting from December, will not be taking place. The Strategic Board meeting is taking placing instead, on the same day.
* The ECFRS P&R agenda for the 4th January 2019 will have to be reconsidered as some of the items should be taken off the agenda and be organised as workshops as already mentioned. PBI will speak with JT around this.
* The Learning & Development training timeline paper will be rearranged and a workshop will be organised around this topic as already discussed.

**4 Dispute Resolution Agreement – Progress on actions**

DB referred to a number of amber and red actions on the Activity Tracker:

Actions 6 & 7 (amber). These are related to the number of personnel maintained at a fire station, and also on pumping appliances in 2019/2020. DB mentioned that the issues around Actions 6 & 7 are challenges that the Service needs to resolve. Efforts are still being made to provide electronic monitoring, and ensure that recruitment is going on to agreed levels.

Action 9 (amber). This is about the “Rank to Role” process. There are three outstanding appeals and one issue being dealt with in Control. JT mentioned that there have been discussions about timelines to close this action. DB is hopeful this will happen by the end of the year.

Action 14 (amber). The additional shift working policy is based around a model where the Service should actively seek to fill an additional shift with those at the base stations first, because they understand the area, and are trained for the specialisms on the appliances. A challenge for on-call is that if they were to do a shift, their own appliance might come off the run. They will also have to have stand down time before and after the shift. The positive is that there is potentially a solution that would allow to know the availability for time in order to do additional shift-working.

Action 16 (red). DB: The Service has to complete a Service Wide Response Training and Development Plan” on the principles of IPDS and individual based learning needs. This is delayed and further dialogue with the FBU is needed.

Actions 18 to 23 (amber). DB This is a cluster of actions around training in different phases. There is a challenge currently around the fact that the on-call contract is for a two-hour training which is rigid and not based on individual needs. This needs to be extended. MF: The amount of on-call training the staff need in order to be interchangeable, is in excess of two hours. In order to facilitate that, the contract needs to be renegotiated and hence the involvement of FBU.

Action 28 (red). DB This is about moving the pumping appliances on current day-crewed fire stations to on-call status. There have been delays around this action. There are some actions taken which are mostly “quick fixes” but the overall strategy has to be sustainable for the future. Some lateral thinking is needed at the stations: as an example of this, a watch manager is being sent to Dovercourt to offer support and try to bring about some changes, for example in engaging local business. It is hoped that in six months there will be some outcomes that can be reported back to the Board.

JT. The delay on the day-crewed on-call conversions is one of the biggest financial issues. In terms of the budget context report and in terms of the budget of 19/20, the plan was to have a balance by 19/20. Last year it was highlighted that they were not going to be achieving a balanced budget, and would expect a £2.4 million draw down on reserves. The budget management plan is now looking much less than that - under a million. On the forecasting for the 19/20 budget we have made financial provision for on-call development for next year.

Actions 38, 40, 41 (amber). These actions are focused around fire stations and fire safety. There is an IT solution that deals with all recordings and community safety in the fire stations. This is CRM and at the moment, it does not fulfil our needs. It has been picked up as priority. That is one of key areas where effort is focused. Infrastructure is being prepared in the background, and community partnership is being supported, but this has been very challenging.

AM enquired when IT will be ready. DB mentioned that meetings are being held with all of the service managers so that the stakeholders are involved in it. The system is up to it but it is important how this is used at the moment. MF. The pilot has concluded and the full start is planned for Wednesday. The hardware is not an issue but work is needed around the software.

**Action 80: This topic (station based community safety) will be brought back to the Board for an update. PBI will have a meeting with JT to discuss when the best time for an update would be.**

**5 Business Continuity and Risk Register**

DB presented Appendix 1 which gives an overview of the strategic risk. This is a dynamic area of priority. DB attended the Police Performance and Resources Board as an observer, which was very useful, and as a result has introduced quarterly brief meetings with each of the risk owners. There are already some changes on this document from these discussions. The next stage is plotting actions.

DB referred to the Business Continuity Plan. This explains preparation and thought process around business continuity in general. PBI stated that she expected a number of bigger plans, all the plans and diagrams that would be needed in a contingency, and more information about what sits behind this plan. DB explained that there are many more plans and referred to the advantage of ECFRS actively participating in the Essex Resilience Forum (ERF) as coordinators. It would not be a problem to put together a list and improve the existing plan.

DB referred to Appendix 2 which are the highest of the current strategic risks escalated to the PFCC as per the current Service policy document. The risks are brought to the P&R Board to receive endorsement that the current risk rating and management is appropriate. DB will continue bringing more risks through with more detail for consideration by RH or JG.

The Board reviewed the risks and indicated it was content with the current rating and control measures.

**6 EFA (Trading) Ltd (Official Sensitive)**

DB is aware that P&R Board is not a decision making body therefore a copy of this paper will be taken to the Strategic Board. DB provided a background on the EFA (Trading) Ltd company. There are a number of areas where MF and DB have to do some work on. DB mentioned the example of Humberside who put £2.4 million back to the Service in the last four years through the work they do. This could be replicated in Essex and DB believes there is an opportunity here. There was an interest from private companies for sending people for specific training. If this is considered as an opportunity, some investment would be needed.

JG stated that a business case needs to brought forward and make the argument for what was presented.

**Action 81. The options around EFA have to be presented to RH and JT for a decision to be taken, and a business case to be prepared for the Strategic Board on 14th March 2019.**

AM observed that the Service still need to complete some training but also wants to sell training and queried how a lot more training can be incorporated, and how far this will be a distraction. DB advised that operationally, the Service can fill unfilled places for example in the summer when Service personnel are better off providing fire cover.

AM inquired about the fleet element in the EFA plan and stated he was not convinced about the level of income gained around pre-conditioned engines. DB believes that the Service can train expertise internally and save money instead of going directly to external companies.

**7 Grievance and Complaints Policy - Update**

MF. There was an action to bring back an update on a timeline around work activity. The timeline is included in the agenda paper.

PBI found it positive that the engagement started unofficially. However, PBI stated that if the consultation officially starts on the 15th January and if there are significant issues, would there be enough time to resolve these and whether this would be much of a risk? MF believed that there was not a great risk.

**8 Performance Report**

MF presented the performance report. Average attendance time was not met; the outliers will be looked at in more detail.

On-call availability was 74.8% in October against a target of 90. There are significant challenges in attracting would-be on-call firefighters.

AM inquired whether the requirement that a firefighter has to be “five minutes away from where he lives or works” is too restricting; for example, in Dovercourt there are large industrial estates slightly outside the five minutes. MF commented that if the travel time for on-call staff was to be extended, then different performance metrics should be put in place to assess the travel time to incidents.

**9 Budget Review**

GM. There are no surprises in this report. The seven months to the 31st October, £37.3 million were spent in total, £28 million pay and £9 million non-pay, and £1.2 million under budget. GM is expecting in one or two areas spend to pick up as the forecast shows. The review of capital brought down the gross capital spend from £12 million to £5 million this year.

**10 HMICFRS Update**

It was noted that the reports from the first tranches would be published on 14 December. There is an event organised by HMICFRS for CFOs and fire and rescue authority chairs on the 21 January.

**11 AOB**

There being no other business, the meeting closed at 11:30.