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| MINUTES |
| **Meeting:** **Essex County Fire and Rescue Performance & Resources Board** |
| **Date:**  28 January 2019 |
| **Time:** 09:30 to 10:30 |
| **Location:**  GF01 - Kelvedon Park |
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**Attendees**

Roger Hirst (RH) Police Fire and Crime Commissioner, Chair

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

Glenn McGuinness (GM) Acting Chief Finance Officer, ECFRS

Colette Black (CB) Assistant Director of HR, ECFRS

Tracy King (TK) Assistant Director of Performance and Data Management

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

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

**Apologies**

Charles Garbett (CG) OPFCC Treasurer

**1 Welcome and Apologies**

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

**2 Minutes and Action Log**

Minutes from the meeting of 30.11.18

Approved as an accurate reflection of the discussions. There were no matters arising that had not been dealt with.

Action Log

56/18. A workshop on MTFP is scheduled to take place. The action will remain open until then.

67/18. A report on the Complaints and Grievance Policy which would be presented originally at the Strategic Board meeting in March 2019, will now come back to the ECFRS P&R Board in April 2019 as an update following the relevant workshop that is scheduled to take place on the 8th February 2019. The action will remain open.

68/18. A workshop on Training has been scheduled for the 18th February 2019. The action will remain open until then.

78/18. A workshop on the Complaints and Grievance Policy has been scheduled for the 8th February 2019. The action will remain open until then.

79/18. The action will remain open.

80/18. Station-based Community Safety will be discussed at the SLT the following day and consequently will be brought to the Board. The date will be confirmed at a later stage. The action will remain open.

81/18. More work is needed around this action. The original deadline to bring a clear business case on EFAT to the Strategic Board had to be extended. The business case and recommendations will be presented to this Board in May 2019. The action will remain open.

**3 Forward Plan**

* Hackitt report and Technical Fire Safety to be discussed as a combined item at the February meeting.
* The item Risk Register and Business Continuity Recovery Plan to be included in the Forward Plan for March 2019 (in addition to the regular bimonthly items).
* Peer Review should be a standing item on the Forward Plan.

**4 Update on Change Board - 10 Key Projects - 2020 Programme (Actions 25/18 & 28/18 from Strategic Board 04.01.19)**

MF presented an update on the 10 Key projects. The table (Annex A) refers to projects in red that have come from the Change Board and for which an exception report was necessary.

RH requested the projects on Annex A to be cross-referenced with the 10 Key projects presentation for reporting purposes. RH was aware that the local business case would be included in the 10 Key projects but it was not there. MF explained that although HOBS went live on the 3rd December the project has not closed down officially.

MF advised that the results of the updated review of priorities were presented at the Change Board on the 21st January 2019, as well as interdependencies and sequencing between different parts of the work. The discussions referred to the management and moving of data in the organisation, and the function of the Electronic Rota Book (ERB), which allows a view on availability, and staff and appliances management. At the moment staff and resources management is taking place outside ERB. The system has improved significantly with HOBS going live and the interface with ERB but it is not yet trustworthy and more work is needed. MF was confident that this work can be concluded before the next HMICFRS inspection.

Other issues discussed at the Change Board were the replacement of Task, which is the competence recording system, re-establishing the link between the incident recording system (IRS) and 4i, the development of a digital strategy for ECFRS, the CRM database, and finally the use of intranet to access corporate documents which needs improvement.

**ACTION 01/2019. To bring to the next meeting the revised priorities as presented at the Change Board, including any additional information (resources, timeframe, etc.) around how the 10 Key projects will be affected.** Owner: MF.

DB suggested presenting and agreeing on a format that would cover RH’s reporting needs.

RH found this very useful and commented that the 10 Key projects need a more rigorous reporting including more management metrics similar to the reporting brought to the Collaboration Board (e.g. RAG rating, resources and timing analysis, risks, key mile stones, and expected completion dates).

Discussion continued around changes identified between the original 10 Key project headings and those on the presented report. RH observed that the Revised Training Programme seems now to have become Operational Training Facilities which seems more related to property. CB stated that there is a property element in the project but a broader range of outcomes will be delivered.

JG pointed out that before any decision is taken about how training will be provided and what facilities would be required, it is important to have an understanding of what kind of training is needed. JT commented that the workshop on training will help have the training needs specified and in this context CB’s suggestions will be discussed.

MF referred to the challenges they faced since HOBS went live. There were inconsistencies in the January pay for some members of staff. The problems are partly related to lack of familiarity with the new system. GM’s and CB’s teams are working hard to prioritise the inquiries as they come in depending on the amount of the perceived losses, make back-payments where needed, and also provide training around the correct use of the system. MF said it will take one or two months to fully rectify the problems. They will be in the position to know with more accuracy after the February pay, however two of the biggest challenges were fixed last Friday.

GM stated that his team are working with CIVICA, which is the company behind HOBS, in order to provide solutions. If this requires extra resources at short notice, they are prepared to have them as people have to get paid.

JT advised that the representative bodies are briefed about this situation. DB stated that the unions are concerned but supportive.

RH would like the unions to remain updated about any changes.

RH inquired whether there are any statistical data indicating that staff such as on-call firefighters, are becoming more reluctant to respond. MF would have to check if the existing data collection method can provide daily or weekly statistics, but felt it unlikely.

**5 HMICFRS Update and Peer Review**

MF updated that there is a Peer Review Service Improvement Plan in place (Appendix 1) which was presented to the Task Force on the 9th January 2019. There are 15 actions in it; the first eight are being dealt with and the last seven are going to be implemented by the new SLT after 1st April 2019. Actions and owners have been identified, as well as key dates, milestones, communication and engagement processes.

MF advised that TK has prepared an overview report of the first tranche HMI inspection summary document and preparation work is taking place through the Task Force. The inspection will probably take place in summer 2019. Confirmation of the date has not arrived yet.

RH commented that at the moment there is not much information on the Peer Review Service Improvement Plan. There are not future actions or content related to communication and engagement, or any triangulation. MF explained this was first presented to the HMICFRS Working Group on the 9th January and there was a further meeting on 23 January. The aim is to get the document fully populated by the next Task Group meeting in February.

RH stated that the Police, Fire and Crime Panel would like to know the outcomes of the review.

**ACTION 02/2019. The draft peer review and the completed management response to be brought to the next P&R Board meeting for review before publication**.

RH stressed that the People Strategy will be of particular interest to HMICFRS and they should focus on its implementation. CB updated that People Strategy was published in 2017. Most of this implemented. It has been effective and it is still a live document. Some updating would be needed.

**ACTION 03/2019. To review progress against the People Strategy at the March meeting.**

*(Tracy King arrived at the meeting).*

**6 Budget Review November - December 2018**

GM updated that for the 31st December, the service is £1 million under the budget. They expect to use under the £1 million they had planned to use from the reserves.

For December there have not been any financial surprises. Headcount is below budget; support staff will continue to be a bit above budget. This may continue through January as they may need to seek extra resources for HOBS.

RH commented that underspending on on-call fire firefighters highlights the challenges in recruiting. JT stated there is a significant ongoing piece of work on on-call development programme which they have accelerated and enhanced.

**ACTION 04/2019. To bring to the next Board meeting an update around the on-call development programme.**

RH would be interested to explore the new generation of home workers as a potential recruitment pool for on-call fire fighters.

RH found very helpful the new reporting format for the budget papers and it would be very convenient for the management accounts to use the same layout in a uniform manner.

**7 Performance Report November - December 2018**

MF presented some key points from the performance report for December.

* False alarm. There were 464 incidents in December. This could potentially be brought down. DB will pursue the adoption of a regional agenda on this matter.
* Average First Attendance to Potentially Life Threatening Incidents. This was 11m05s. Two unusually long calls skewed figures, otherwise the average would have been 10m45s.

RH queried whether realistically they could bring the average down to the target of 10ms in the near future.

DB mentioned that it depends where the call comes from. The average journey from the station to the incident could be used as a measure of comparison. MF is doing some work on breaking down data to different local authorities as there are remote areas such as Dengie Peninsula where it takes longer to reach the station.

* The Whole Time and Day Crew Availability was 94.8%.
* The On Call Availability was 73.1%.
* There was one fatality from a dwelling fire in December 2018. This case is subject to ongoing police investigation as there are indications that this was a murder. AM said it was important that this is not recorded as an ‘accidental’ dwelling fire death. DB also notified the Board that there had been a fatality in Clacton that day. RH stated he would like to receive a briefing when this happens. DB confirmed that RH will receive this briefing in future.
* Employee Relations – Case Management. There is only one disciplinary case open and no grievances. CB updated that if there are concerns, HR propose a range of alternative ways forward to reach a resolution e.g. facilitated conversation and mediation. Currently there are two ongoing mediations. RH would like this aspect to be added to the reporting going forward.
* Statutory Requests Received. MF commented that this is an unseen level of work and the hours of work in this area are increasing. RH commented that increased compliance and regulation is a feature of corporate and public life. TK had the opinion that publishing proactively more information could reduce the process of compliance. RH was in favour of this approach.

Brief discussion followed about how requests for information are treated, and whether they are automatically treated as Freedom of Information requests. TK advised that when they get a request they triage it. RH suggested implementing some training on where on the website different pieces of information are placed.

**8 AOB**

With no further business to discuss, the meeting closed at 11:00.