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| MINUTES |
| **Meeting:** **Essex County Fire and Rescue Performance & Resources Board** |
| **Date:**  25 February 2019 |
| **Time:** 2.00pm to 4.30pm |
| **Location:**  GF01 - Kelvedon Park |
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**Attendees**

Roger Hirst (RH) PFCC - Chair

Jane Gardner (JG) Deputy PFCC

Pippa Brent-Isherwood (PBI) CEO, PFCC’s office

Jo Turton (JT) Chief Fire Officer, ECFRS

Dave Bill (DB) Director of Prevention, Protection & Response, ECFRS

Matt Furber (MT) Director of IRMP and Service Improvement, ECFRS

Glenn McGuinness (GM) Acting Chief Finance Officer, ECFRS

Colette Black (CB) Assistant Director of HR, ECFRS

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

Camilla Brandal Minute taker – PFCC’s office

**Apologies**

Charles Garbett (CG) Treasurer to PFCC

**1 Welcome and Apologies**

RH welcomed everyone to the meeting. Apologies were received from CG and RH updated the meeting as to Charles’ situation.

**2 Minutes and Action Log**

2.1 Minutes of last meeting 28 January 2019

2.1.1 RH had one comment – Page 2, item 4, second paragraph to read ‘local business case’ rather than ‘local business’.

2.1.2 CB had sent through some amendments to Glykeria Anyfanti on the disciplinary and grievance cases but these had not made it to the minutes. CB would send them through again to Camilla.

2.2 Action Log

2.2.1 56/18 Budget Review

The MTFP workshop had taken place on 19 February 2019, therefore this action could be closed.

There was discussion as to whether the savings figures from the Collaboration Strategic Board paper should be included in the P&R Finance paper and GM commented that he thought it would be confusing to put them into the main Finance paper. After a brief discussion, it was agreed that the projected savings from the Collaboration Strategic Board (from the business cases that arose) would be included in the MTFP figures going forward. The action was closed.

2.2.2 67/18 Complaints and Grievance Policy

Remains open until the Strategic Board meeting takes place in March 2019.

JT commented that there was a follow up item to this (78/18) which confirms that the Complaints and Grievance Policy workshop has been rescheduled for 5 March 2019.

2.2.3 68/18 Training

CB confirmed that the training workshop had taken place on 18 February 2019. JG gave a quick update on the outcome which, in her opinion, went very well. It was recognised that there needs to be more workshops on other bits but overall it was a good exercise.

It was agreed that CB would update the training plan and circulate electronic copies to everyone. A follow up workshop is being planned.

2.2.4 78/18 Complaints and Grievance Policy

PBI raised a point that there was no reference to the whistleblowing policy in the Action Log and it was agreed that the whistleblowing policy would be included under this action item

2.2.5 79/18 Training

As items have been incorporated in Action 67/18 and 78/18, this action can be closed.

2.2.6 80/18 Station based community safety

A paper has been provided for the Strategic Board in March. Action can be closed.

2.2.7 81/18 EFA (Trading) Ltd

A paper is on the Strategic Board Forward Plan for June 2019. Action can be closed.

2.2.8 01/19 Change Board / 10 key projects/ 2020 programme

A paper will be provided to the Strategic Board in March (not April as on the log). Action can be closed once the update has been made to the log.

2.2.9 02/19 HMICFRS Update and Peer Review

On this agenda. Action to be closed.

2.2.10 03/19 HMICFRS Update and Peer Review

On the Forward Plan for March. Action to be closed.

2.2.11 04/19 Budget Review

On this agenda. Action to be closed.

**3 Forward Plan**

3.1 MF commented that the HOBS closure report for March would be dependent on the February pay run and the work being done with CIVICA (payroll system). If the closure report is not available for March, it will be for April.

3.2 RH stated that the Police, Fire and Crime Panel’s Ethics and Integrity Committee have the Cultural Review as an item for discussion on 18 April 2019. RH asked whether a paper should be written in support of this. After discussion it was agreed that a paper is in the process of being drafted, which will be presented to ECFRS’s SLT on 12 March and considered at the workshop on 15 March.

3.3 MF commented that there was a substantive item on 28 April for an update on the Change Board/ 10 key projects/ 2020 Programme and he thought that this item was being dealt with as an item at the Strategic Board. PBI commented that the governance paper that was being presented at the Strategic Board would set out which Board would deal with what, and which Board the Change Board/ 10 key projects/ 2020 programme would then sit under.

**4 HMICFRS Update – Peer Review**

4.1 MF confirmed that there was a document missing from the Appendices; namely that Appendix 2 (Service Improvement Plan) should have been Appendix 1, and the new paper that MF distributed is Appendix 2 (updated document return). Appendix 3 (the Tranche 1 summary report) stands.

4.2 MF confirmed that Bill Harvison from HMICFRS would be spending 3 days with ECFRS this week where he would be visiting various stations and departments. A Task Force meeting had taken place and dealt with version 9 of the Service Improvement Plan. Version 10 (included in this meeting’s papers) had had 3 action points added to it and it was planned that the Service Improvement Plan include all the actions arising from the HMI and audit summaries. MF explained how the Service Improvement Plan is set out and how it will be updated.

4.3 MF explained how the data returns and document returns are being dealt with. Currently there is a 98% completion rate with some slightly amended questions (as set out at the top of page 3 of the paper).

4.4 MF commented that the area that proved the biggest challenge concerned 7(2)(d) visits (which were risk visits to premises deemed to be at risk) and the acquisition of risk information from such visits around the county. ECFRS have been making the visits but there are limited or no historical central or local records made for the visits. Steps are being put in place for Watches to record this information for future visits.

4.5 The document return has been compiled with the final version being presented at SLT on 26 February for sign off. It is anticipated that 147 documents will be put sent against 53 areas.

4.6 MF confirmed that Rick Hylton (the new Deputy CFO) would be assisting with the Self Assessment item as he had already been through the inspection process at Cambridge F&RS.

4.7 After discussion, it was agreed that DB would align the strategic risks in the Service Improvement Plan and then map them (with Charles Thomas’s assistance) to the strategic priorities set out in the Fire and Rescue Plan.

4.8 RH commented that he had identified 60 separate actions that had arisen from the Peer Review and asked how these would be dealt with, i.e. which ones we were going to do and whether they should be grouped into areas. After a discussion around these action points, it was confirmed that Tracy King had taken these points and incorporated them into the Service Improvement Plan but Camilla would send a copy of RH’s highlighted paper to MF to cross-check that all of the actions had been incorporated.

**Action: 05/019 Camilla to send MF a copy of RH’s actions from the Peer Review.**

4.9 JT raised the issue of CRM (the Service’s document management system) where the risk information from incidents is not able to be uploaded immediately and has to be done manually, thereby creating an inaccurate record for operational staff to access. This has also had an effect on the entering and recording of technical fire safety visits. The reporting issue has been discussed with Hitachi who, although they have written the programme to ECFRS’s specifications, are not willing to resolve the issues themselves. It has been proposed that a full time ECFRS resource is recruited for an initial 6 month period to deal with the reporting issue. Hitachi will be visiting HQ either this week or next week to try and extract the information from the system in order to run the report the way the Service want it for the CLG returns.

4.10 RH asked whether there was a risk to the public. MF confirmed that the Home Fire Safety visits would have a key risk attached to this as the data, having been entered onto the system by the crew as realtime data, is not being able to be ‘drawn down’ by other members of the Service. However this was more of a risk to the service than the public.

DB proposed to pick up the CRM issue and report back to the Board under the risk paper items.

A discussion took place around whether it would be possible to use a different system, what other fire and rescue services do and also what type of person you get in for 6 months to interrogate the system.

4.11 RH wanted to clarify some questions he had on the summary of inspection outcomes, the first of which was that the Home Safety visit figures are not showing as actual numbers being compared with other fire and rescue services rather than percentages: and the Arson question was whether arson is being linked with the police. DB confirmed that there is work being done around co-operating with the Police on reducing arson through the Collaboration Programme Board.

RH asked about the statement that ECFRS do not have a Call Challenge Policy and DB confirmed that although ECFRS do not have that specific policy. DB commented that there are elements in other Service documents that deal with the Call Challenge Policy items. RH said it was worth considering designing a separate Call Challenge Policy in order to gain the status of ‘good’.

RH wanted to clarify that ECFRS were a service that met their response times, and it was agreed, after a discussion, that this issue would be dealt with in depth as part of the IRMP.

4.12 RH asked whether the IRMP would be the tool that would be used to explain the budget spending and understanding, and it was agreed that it would.

4.13 AM asked how the Service are planning to respond to the trading company item on page 51 of the report, and it was agreed that some answers to this would be provided at the Strategic Board meeting in June.

**5 Monthly Performance Report**

5.1 MF took the Board through the Report, a few notable items being incidents dropping in January (mainly due to good weather compared with last January), the decrease in false alarms and first attendance times staying at 90% target achieved.

5.2 A general discussion took place around turn out times and call handling times. MF will investigate further on the items for 10 and 27 January and report back.

MF highlighted that the whole time availability had increased to 98.2% and the figures for on call availability would be picked up in the IRMP as there was some discussion to be had around whether on call stays at 80% or whether it increases.

5.3 RH commented that Leaden Roding’s continued on call status as bottom of the list is a matter of concern to him and after discussion, it was agreed that DB would send RH an update by email once he had investigated this issue.

5.4 Employee relations and case management – only one new disciplinary case had been opened and there were no new grievances reported which meant that the grievances had now all been closed.

5.5 Home Fire Safety statistics – MF has looked at the statistics nationally for over 65s and smokers etc, with ECFRS’s figures being an improvement on the national figure but MF couldn’t currently locate the source report for this statistic.

5.6 RH asked about the measures in the Fire and Rescue Plan which are not in the current performance model, and JG confirmed that she and Tracy King are rescheduling a meeting to discuss this particular piece of work and a Board paper being produced for the April meeting.

**Action: 06/019 Board paper on measures from the Fire and Rescue Plan to be incorporated into the performance reporting model to be put on the Forward Plan for April.**

**6 Budget Review**

6.1GM took the Board through the Budget Review; the highlights of which were there was an £1.1m underspend against budget reported for January. The bulk of the underspend (£700k) is on premises and equipment (mainly ICT) with the remaining £363k allocated to pay for on call firefighters.

6.2 GM confirmed that Page 8 of the review paper contained the forecast which now uses £767k of reserves for this year instead of £787k. The tables are still to be revised as the figures have been affected by the CIVICA reporting.

6.3 GM will be providing a proposal in next month’s paper for a carry forward of capital expenditure once he has discussed it with Peter Warner.

6.4 AM asked about the Performance Managers figure and MF confirmed that active recruitment was taking place for 3 positions.

**7 HR Quarterly Report**

The HR Quarterly Report will be presented to the March meeting.

**8 On-call development project**

8.1 JT presented the paper on the on-call development project to the Board and highlighted some of the information contained within, namely; governance structure, activity so far, resourcing from reserves being put into the project, contracts, recruitment, modelling, linking into ICT and engagement with colleagues. The first engagement workshop to discuss these items had been held and well received.

JT asked whether the Service Improvement Plan might be a topic for a further workshop. RH agreed that this would be a good idea.

8.2 RH asked whether the funding would be paid for from reserves and JT confirmed that it would. A question had arisen initially from ECFRS as to whether this would need to be full time posts and JT is of the opinion that we need to see whether the initial 6 months is working before presenting a business case for full time posts.

A discussion then took place around on call firefighters, Grey Book status, courses and skills analysis, and risk assessment.

**Action: 07/19 A further ECFRS workshop to be arranged to discuss the on-call development project.**

**9 Risk Register and Business Continuity Plan**

9.1 RH asked whether it would be possible to split the Risk Register and Business Continuity Plan into two separate items, as he was of the opinion that the Business Continuity Plan should deal with items such as strike action, power failures, floods etc. DB agreed that this was historic as one department dealt with both items and he would arrange for them to be split.

9.2 DB commented that the internal audit carried out on Risk had had positive feedback from the auditors (albeit with a number of issues being raised) but he was of the opinion that the feedback was fair and reasonable.

9.3 DB presented the paper to the meeting, and confirmed that the next four highest items that had a grading of 8 and above that were due to be discussed at this meeting, were Mobile Assets (ESCMP and COSMOS), Data Protection Act and GDPR, false or inaccurate data issues and training.

DB reported that the JCAD tables had been updated with strategic updates, control measures, trigger sources, impacts and consequences. DB confirmed that he has a Strategic Risk update meeting with all the risk owners in the next couple of days in order to refine the information we hold.

9.4 A discussion then took place around the 4 items, namely that;

9.4.1 the review comments on the ESCMP and COSMOS projects had not been paused (the report was not showing the latest updates) and as the Airwaves extension is in place, the ICCS issue is manageable.

9.4.2 There had been a large focus on GDPR and now that the control measures had been entered into JCAD, more focus could be put into how the measures can be enforced

9.4.3 MF and Moira Bruin met last week to agree a wording change on the false and inaccurate data risk, the outcome of which will be that this risk is converted into an issue.

9.5 Under the training risk, RH asked about the additional funding figure showing as £500k – he thought that it was £600k? JT confirmed that it was £600k and the report will be updated to reflect this.

9.5.1 RH commented that he would like there to be a new control measure which states that the new or revised training programme will be agreed by the PFCC at either the P&R Board or Strategic Board.

**PART B**

**12 Any Other Business**

MF updated the meeting on CIVICA (the new HR and Payroll system). It was confirmed that there were around 50% less queries this month. GM confirmed that there were 4 outstanding queries left for Sarah Webster (Payroll Manager) to deal with. MF confirmed that the number of unauthorised pay items had been reduced from 3.5k to 18 which meant that most of the queries this month would have been ‘how to queries’ rather than ‘why is it not working’. MF hopes to be able to bring an update on CIVICA to March’s meeting.

RH raised an issue that had arisen when he was at Brentwood Fire Station with Alex Burghart MP, where a firefighter claimed he had not been paid. MF would look into this and update RH (this has happened).

There being no other items, the meeting closed at 4.37pm.