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| MINUTES |
| **Meeting:** Essex County Fire & Rescue Service Strategic Board |
| **Date:**  7 March 2019 |
| **Time:** 1.30pm to 4.30pm |
| **Location:**  GF01 - Kelvedon Park |
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Attendees

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

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

Karl Edwards (KE) Director of Corporate Services, ECFRS

Glenn McGuinness (GM) Acting Chief Finance Officer, ECFRS

Colette Black (CB) Assistant Director of HR, ECFRS

Anthony Maude (AM) Head of Performance and Scrutiny (Fire), PFCC’s office

Camilla Brandal Minute taker – PFCC’s office

Apologies

Charles Garbett (CG) Treasurer to PFCC

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

**1 Welcome and Apologies**

 RH welcomed everyone to the meeting, especially Karl Edwards who was attending as a guest before officially taking up his new post on 1 April 2019. Apologies were received from JG and CG, with RH updating the meeting as to Charles’ situation.

**2 Minutes and Action Log**

2.1 Minutes of last meeting of 28 January 2019

2.1.1 Paragraph 4, fourth bullet point, GM asked if the words on the second sentence ‘by the 2020/2021 financial year’ could be removed as they should refer to the 2021/2022 financial year (as shown later in the sentence).

2.1.2 Subject to the above amendment, the minutes were agreed.

2.2 Minutes of the Extraordinary meeting of 28 January 2019

 There were no amendments to the Extraordinary meeting minutes and these were agreed.

**3 Action Log**

3.1 Action 10/18 Audit Report

 Propose close as a paper is included on this meeting’s agenda.

3.2 Action 11/18 Audit Report

 Propose close as is on this meeting’s agenda.

3.3 Action 15/18 2020 Programme Update

 Ben Pilkington has updated the table with timeframes. Propose close.

3.4 Action 21/18 Draft Budget 2019/2020

 Workshop on MTFP undertaken with a further workshop planned for September.

3.5 Action 22/18 Draft Budget 2019/2020

 GM made annotations to proposed precept. Propose close.

3.6 Action 23/18 New IRMP

 MF confirmed that the research proposal for the tender analysis is complete and the tender should be submitted shortly.

3.7 Action 24/18 New IRMP

 Dealt with at the Extraordinary meeting on 28 January 2019. Propose close.

3.8 Action 25/18 Change Board and Projects Update

 Added to agenda. Propose close.

3.9 Action 26/18 Essex Emergency Services Collaboration Programme update

 Collapsed Behind Closed Doors – the statistics for this project will be tabled at the P&R Board in March and can therefore be taken off the Strategic Board’s Forward Plan. Propose close.

3.10 Action 27/18 Essex Emergency Services Collaboration Programme update

 The Benefits Dashboard Tracker has been verified and will be presented to the next Collaboration Board meeting. Propose close.

3.11 Action 28/18 2020 Programme update

 Once the format for the update has been agreed at this meeting, this action can be closed.

JT joined the meeting at 1.45pm

3.12 Action 29/18 Forward Plan

 The Extraordinary meeting has taken place. Propose close.

3.13 Action 30/18 Forward Plan

 Pay policy paper tabled for this meeting’s agenda. Propose close.

3.14 Action 01/19 Forward Plan

 Key dates for the IRMP timeline added to the Forward Plans of the Strategic and P&R Boards. Propose close.

3.15 Action 02/19 MTFP

 The rearranged workshop took place on 19 February. Propose close.

**4 Integrated Risk Management Plan – Planning Progress**

4.1 MF took the meeting through the progress update paper and went through the background to the IRMP, the review of the current IRMP and the fact that the planned start date of 14 January 2019 was not met due to the IRMP not being agreed until 28 January. MF is of the opinion that this delay will be recovered by the end of the second phase (14 June).

4.2 The research and analysis for Phase 1 is underway and will hopefully include the information gathered from Essex councils for their future and current housing plans so that the deployment bases can be factored in. MF is meeting with Hertfordshire FRS in connection with the new development of 10,000 homes on an area to the north of Harlow known as the Gilston Area. MF would bring any updates on this to the P&R Board.

4.3 RH commented that when he had met with the FBU to discuss these board papers in advance, they had picked up item 6b (Review of the current IRMP) and said that this is a requirement that they need to be involved in. RH had referred them to MF, who confirmed that as soon as the outline review proposal has been drafted, the FBU would have a copy.

4.4 RH asked whether the KSI figures are able to be measured for economic impact. A discussion took place around possible tracking of estimated incoming impact and the access to aggregated insurance data, and the quality of historic data and how it is used.

4.5 RH asked about the timing from the schedule and whether there should be something on the timeline for approving items and making decisions. When do the Police, Fire and Crime Panel get to see the IRMP, i.e. do we involve them in a Working Group, as RH has to sign off on the IRMP with the Panel scrutinising RH’s decision. MF will add this to the IRMP timeline. MF confirmed that the deadline for the public consultation is 26 August and RH is of the opinion that the Panel working group should be set up as soon as possible in order to meet this deadline.

4.6 RH asked about the 70 days of stakeholder engagement that have been scheduled and MF confirmed that it just runs concurrently with Phase 2 of the research and analysis, and is not a continual block of time. MF confirmed that everyone (i.e. the public and stakeholders) would know of the IRMP and have provided feedback on the document by 3 January 2020.

 **Action: 03/19**

 **RH to speak to Cllr Schmitt about forming a working group to input into the IRMP process.**

**5 Change Board and Prioritisation Update**

5.1 MF presented the report on the Change Board update and gave a brief overview on the current situation, namely that the Change Board are in the process of amending the way in which change is reported. The templates that are currently in use by the Collaboration Board are planned to be used for all reporting throughout the organisation.

5.2 RH would like the costs against the benefits for projected cashable and non-cashable to show on the templates. MF confirmed that he would transfer the costs figures from Appendix C onto the new templates.

5.3 MF took the meeting through the Appendix A spreadsheets which dealt with the risks and benefits identification which are part of the enabling work which would feed through to the Change Board’s 10 key priorities and include Competency Management, OAM, CRM, IRS, ICCS, Digital Strategy and Intranet development. Appendix B dealt with the work in progress on all of the above items.

5.4 A general discussion took place around the progress that HMICFRS will be expecting to see on the priorities and the Peer assessment. MF said he would link the template sheets through to the priorities, and show how these priorities from the Change Board now link up with the Fire and Rescue Plan.

5.5 JT commented that she was now unsure where the Service Improvement Plan now sits as the Service Improvement Plan is the document that links through to the Fire and Rescue Plan, but she had understood that the Service Improvement Plan linked through to the Strategic Risk Register and is the document that shows where everything sits together. After a brief discussion, it was agreed that the Service Improvement Plan, the Change Board priorities and the controls from the Strategic Risk Register would be brought together to form a ‘new’ Service Improvement Plan which would effectively be the working plan.

 **Action: 04/19**

 **MF to draw up the timeline for pulling all these documents together, and, if possible, bring it to the next P&R Board as a progress report, with the completed Plan to June’s Strategic Board.**

**6 Essex Emergency Services Collaboration Programme Update**

6.1 PBI presented the update paper on the Collaboration Programme. Some of the highlights of which were the Joint Information Sharing Agreement between the three agencies has now been signed and the Risk Register is being reviewed as it was built on the local business case initially over a year ago and needed updating and to include the 5x5 matrix. Most of the Tactical 10 projects can now be closed on the proviso that they have proper closure reports and evaluation reports attached to them. The Benefits Realisation report will still need to have a quarterly review for reassurance purposes.

6.2 Appendix 1 of the paper contained the update for the Strategic Programme of Work which showed details of monetarised benefits against the business case. PBI commented that there are still some significant gaps in the Programme of Work which will be worked through as part of the Star Chamber process, and some gaps which will be filled due to a couple of business cases in the pipeline, namely; fleet workshops and the ICT convergence plan.

6.3 RH asked whether anything had been decided around where we are with the internal decision making on these Programmes of Work, i.e. what gets decided where and whether it is SLT or the PFCC’s office. This particular point will be picked up at a Commissioner’s Briefing on 17 June. The Collaboration Report for this Board will include a section on any other collaboration (eg with other fire and rescue services).

PBI left the meeting at 3.00pm

**7 Overview of Changes to ECFRS Prevention Delivery**

7.1 DB presented the paper on the changes to the prevention structure of ECFRS and the progress made to key milestones to achieving a shared community safety function.

7.2 The paper set out the changes that are planned, namely; the group managers and station based personnel to take on the day-to-day responsibility for the planning, delivery, resourcing and management of ECFRS community safety activity, local delivery managers to attend CSP meetings, co-location of ECFRS personnel at the hubs, home safety and road safety steering groups to be established, and a review of the centralised teams with ECFRS community safety department to support the move to a jointly managed community safety function with Essex Police.

7.3 These changes have been endorsed by SLT and will now be delivered with the support of the ECFRS change team, the collaboration team, Comms and other stakeholders.

7.4 RH commented that he had a slightly different update from Mr Prophet at Essex Police on the CSP hubs but JT assured him that the jointly managed CS function had moved on from that stated in the paper following a discussion at the Collaboration Board, where it was agreed that full scale joint management of CS would not take place but that things would align better with similar resources.

7.5 RH asked whether there were any decisions that would lead to consultation with staff and DB confirmed that there were some individual consultations required around some changes in terms and conditions, i.e. work location, with a review of the service delivery structure taking place later in the year. DB confirmed that ECFRS are asking people to do things differently especially the four area managers taking on more responsibility around the prevention function.

 After a discussion, it was agreed that DB would pick up the implications from this paper with the representative bodies.

 **Action: 05/19**

**DB would pick up the implications from the Changes to ECFRS Prevention Delivery paper with the representative bodies.**

7.6 A discussion took place around the existing community safety staff and what will happen with their job descriptions, Green Book staff v Grey Book staff, the way that safeguarding will be undertaken in the future, any budgetary implications and whether any efficiency savings have been taken into account regarding this change. It was noted that some moves were still uncertain, but would become clearer towards the end of the year.

 **Action: 06/19**

 **A formal proposal regarding the Changes to ECFRS Prevention Delivery is to be drawn up regarding on the next phase towards the end of the year.**

PBI rejoined the meeting at 3.22pm

**8 Pay Policy Statement**

8.1 CB confirmed that the three papers that she had provided for the Pay Policy Statement, the Annual Workforce report and Workforce Planning would be discussed as separate items but that they all fell under HR.

8.2 CB confirmed that the Pay Policy Statement, which is the statement that is published annually to comply with the Localism Act 2011 section 38, covers items such as salary grading, remuneration of senior employees and setting salaries. AM had suggested that a statement for re-employing senior officers after retirement along the lines of ‘re-employment will not normally occur following retirement however, there may be exceptional circumstances where specialist knowledge or expertise are required for a defined period of time. In the exceptional circumstance that re-employment is necessary, i.e. in the interest of public safety or health and safety, this decision will be subject to explicit approval by the Authority’.

 **Action: 07/19**

 **CB to recirculate the Pay Policy Statement with this inserted paragraph and draw up a Decision Sheet for approval.**

8.3 CB also confirmed that reference has been made to the Gender Pay gap in the statement which is showing as decreasing but this does not currently include the figures for the discrepancy with on-call hourly pay rates, which will be resolved by the end of the week.

8.4 RH asked whether the senior team restructuring is material in the balance of the impact on the Gender Pay gap and CB confirmed that it was. A discussion took place around timeframes for planned retirees at senior level, middle level recruitment, women at junior level and the use of targeted advertising,

**9 Annual Workforce Report**

9.1 CB presented the Annual Workforce Report which provided an historic review of the workforce for the period 1 January 2018 to 31 December 2018. The recommendation from the paper is that future reports are brought in line with the Home Office reporting and is moved to financial year rather than calendar year.

9.2 CB went through the actions that are being taken from the report, namely; the workforce demographic actions, turnover actions (especially with regard to retention), absence actions (dealt with by the new Civica system), employee relations actions (dismissals, grievances and resolutions) and the cultural change.

9.3 RH asked whether the number of people acting up could be included in the Annual Workforce Report. CB would include these numbers so that a comparison could be made with next year’s Report.

9.4 A discussion took place around the very low levels of people willing to submit their demographic data. CB confirmed that in March, staff would be encouraged to use the new Civica system to update their personal details and demographic data (i.e. emergency numbers, disability, religion etc) which would then hopefully reduce the low levels of data that are currently held. RH pointed out that there were currently only two genders on the report and CB said they would be addressing this shortly.

9.5 RH asked about the values into behaviours piece and CB confirmed that this would be dealt with by her as part of her new role.

**10 Workforce Planning**

10.1 The Workforce Planning Report contained data on current employee numbers and breakdown, recruitment, turnover, sickness and other absence, retirement data, predicted specialist skills losses.

10.2 Under Section 6 of the Report, it was clear that although the turnover rate was healthy, ECFRS would need to grow their own talent to slow the turnover rate by using apprenticeships, talent pools and secondments. Actual and predicted leavers are continuing to be monitored through quarterly movements and promotions boards. The next Quarterly Movements and Promotions Board will be asked to consider whether there any seconded roles which can be made substantive or reviewed. Anticipated skills losses will continue to be monitored along with a review of the On Call conversion Programme.

10.3 A discussion took place around decreasing sickness absence through return to work interviews, fast track appointments, OH calendar of promotions, and the ‘Day One sickness reporting service’ used by other services. PBI would send through details on Day One sickness service to CB.

 **Action: 08/19**

 **PBI to send CB details on Day One sickness service.**

10.4 AM asked about the number of the Operational and Corporate functions and the high percentage of operational staff not performing operational activities. CB confirmed that Day Duty Officers Riding (DIDOR) is in place to support this concern with the provision of specialist expertise and operational experience. A discussion took place around secondments, permanent replacements, uniformed officers not attached to a station (i.e. training and technical fire safety), the FBU questioning the data on double counting of staff, and the role description of station manager (only 17 station managers actually managed a station).

Terry Jewell joined the meeting at 3.55pm

**11 ECFRS involvement in UK International Search and Rescue**

11.1 Terry Jewell had been asked to provide some background to the UK International Search and Rescue Team and how ECFRS is involved in the why, how and when behind the deployment of the UK Fire & Rescue ISAR. It was confirmed that there are two Rota groups made up of Fire and Rescue Services who could be called upon to provide international search and rescue assistance. The Rota groups operate on a four month on and four month off system with Essex being in Rota Group A, which started their rotation in February 2019.

11.2 PBI asked about the benefit that the teams get and TJ confirmed that apart from the valuable experience that they gain, the opportunity for building relationships with communities in the UK is huge. When Essex were deployed to Nepal in 2015, there was an opportunity on their return to host Nepalese families connected to Colchester Garrison and provide the communities with fire advice.

11.3 RH thanked TJ for his presentation and the insight into the work behind the UK ISAR.

**12 Response to Internal Audit Report – Transitional Governance**

12.1 PBI presented the paper on the Transitional Governance response to the Internal Audit report. The report acknowledged that the governance arrangements were at an early stage when the audit was carried out however, they had found some reoccurring themes. These were the need for improved clarity, and more responsibility and accountability across Boards, for example, the draft Terms of Reference for the Strategic Board do not explicitly say that papers are shared with the Rep Bodies. There are also no clear lines of escalation between different Boards.

12.2 There were 3 agreements in principle that were put forward for recommendation, namely; the governance structure, the updated Terms of Reference for the Strategic Board, and the updated Terms of Reference for the Performance & Resources Board. The membership lists have also been reviewed and amended to vary the attendees and provide a clear distinction between the Boards.

12.3 Once the agreements have been agreed in principle, JT will review the Terms of Reference with SLT and any associated Boards. JT and PBI will be preparing an extended Forward Plan which will include timelines for papers for completion by May.

12.4 The workforce engagement paragraph at the bottom of Page 3 relates to an inclusion in the Terms of Reference for both Boards is that, subject to provisions around confidentiality, that there be an open chair available for colleagues to attend and observe the meetings, at the discretion of the Chair.

12.5 JT would like the Service Improvement Plan listed as a specific area of focus under the Terms of Reference.

12.6 It was agreed that PBI would draw up a Decision Sheet related to the approval of the two Terms of Reference documents and the governance structure.

 **Action: 09/019**

**PBI to draw up a Decision Sheet related to the approval of the two Terms of Reference documents and the governance structure.**

**13 Forward Plan**

 There were no new items for inclusion on the Forward Plan.

**14 Any Other Business**

 There being no further business, the meeting closed at 4.30pm.