**MINUTES**

**POLICE, FIRE AND CRIME COMMISSIONER FOR ESSEX AND**

**ESSEX COUNTY FIRE & RESCUE SERVICE**

**PERFORMANCE AND RESOURCES BOARD**

29 May 2019, 9.30am to 1.30pm, GF01, Kelvedon Park

**Present:**

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| Roger Hirst (RH)  | Police, Fire and Crime Commissioner (Chair) |
| Pippa Brent-Isherwood (PBI) | CEO, PFCC’s office |
| Jane Gardner (JG) | Deputy Police, Fire and Crime Commissioner for Essex |
| Rick Hylton (RHy) | Deputy Chief Fire Officer, ECFRS |
| Glenn McGuinness (GM) | Deputy Finance Director, ECFRS |
| Dave Bill (DB) | Director of Prevention, Protection & Response, ECFRS |
| Anthony Maude (AM) | Head of Performance and Scrutiny (Fire), PFCC’s office |
| Darren Horsman (DH) | Assistant Director of Communications, PFCC’s office |
| Camilla Brandal  | Minutes, PFCC’s office |
|  |  |
| **Apologies:** |  |
| Karl Edwards (KE) | Director of Corporate Services, ECFRS |

1 Welcome and apologies

 RH welcomed all to the meeting and confirmed that apologies had been received from KE. RHy confirmed that Jo Turton would no longer be attending the P&R meetings and RHy would be attending in her place. The attendees from ECFRS going forward would be RHy, KE, DB and GM.

2 Minutes of the last meeting

 There being no amendments to the minutes of the last meeting on 29 April 2019, they were approved.

3 Action Log

67/18 Complaints and Grievance Policy

 RH clarified the action in that the Complaints policy has been dealt with but the Grievance Policy, that also formed part of the ECFRS workshop, was due to come to the Strategic Board in June. DH confirmed that he had looked at the paper and, in his opinion, it is not what was expected from the action. DH understood that a process was running whereby the policy would be looked at and which would involve limitations imposed by the Green and Grey Books, and going through consultation with the Rep Bodies. After a discussion, it was agreed that RHy would take this back to the Service. AM mentioned that the Scottish Fire Service have a grievance policy in place which may be useful to use as a template.

68/18 Training

 Paper on training being presented at the Strategic Board in June. Propose close.

08/19 Preparation for EU Exit

No change to RH visiting the Critical Incident Team when set up. This item remains open.

09/19 Kerslake Review

 Response to Terrorist paper to be tabled for August’s P&R Board.

10/19 Kerslake Review

 Civil Contingency Act Response item to be included in the Annual Report. This item has been referred to the Strategic Board.

12/19 Treasury Management Strategy

GM confirmed that the Lloyds rating point that had been raised had been clarified and dealt with. A rewrite of the Strategy will be undertaken following the Arling Close report.

13/19 Forward Plan – Deep Dives

On the agenda for this month’s meeting. Propose close.

14/19 HMICFRS Update – Peer Review

 On the agenda for this month’s meeting. Propose close.

15/19 Performance Framework

 On the agenda for this month’s meeting. Propose close.

16/19 Performance Framework

 RHy confirmed that the letter had been sent to ABI. Propose close.

17/19 Budget Review

GM to prepare a Decision sheet on carrying forward capital spend.

18/19 Whistleblowing etc

 A paper on the Whistleblowing etc policy will be presented at the Strategic Board meeting in June. Propose close.

4 Forward Plan

 RH would like the deep dives around the Fire and Rescue Plan priorities to be populated on the Forward Plan.

5 Strategic Planning

5.1 RHy presented the paper on Strategic Planning where by the Service are going to be bringing together the Audits, IRMP and Continuous Improvement work and incorporating them into one plan which will be called the Strategic Plan. Work is also being undertaken to align activity identified in the existing 2 year business plans and emerging activity to the Fire and Rescue Plan priorities. Progress and performance against the Strategic Plan will be monitored by the Continuous Improvement Board.

5.2 A discussion took place around the appendices and RHy will add two more boxes on the Planning Framework which deals with the Medium Term Financial Plan and the People Strategy. It was subsequently agreed that RHy would finish drafting the Annual Plan and would let AM know when it would be ready for presentation at a Strategic Board.

6 Fire and Rescue Plan – Deep Dive Programme

 RHy presented the paper on the Performance Deep Dives key lines of enquiry and after a brief discussion, it was agreed that the proposals for the deep dives using the key lines of enquiry would be put into the Forward Plan. RHy and AM to discuss where they will be tabled on the Forward Plan outside the meeting. It was also agreed that once the key lines of enquiry have been tabled, different teams will come and present at different P&R Boards to discuss the areas that affect them and what has been done to resolve any issues.

 **Action: 19/19**

**RHy and AM to populate the Forward Plan (now rather than wait for the HMICFRS report) with the deep dive discussions.**

7 Quarterly Performance report and April report

7.1 RHy went through the Quarterly Performance report which involved items such as the Rolling 12 month performance, incidents overview, attendance overview, availability overview, KSI overview, Accidental Dwelling Fire overview, rate of injuries overview, rate of casualties overview, safety messages to school children, working smoke alarms, fires in non-residential properties, HR overview and statutory request response rates.

7.2 RHy is of the opinion that the Rolling 12 month performance report should include some longer trend analysis work and this is being looked as part of ongoing work.

7.3 Going through the report, RHy confirmed that the total pump appliance availability showing as red is due to the on-call issues. PBI asked whether the National Benchmarking data could be added into the reports, and RHy confirmed that the Q2 report would contain this data. A discussion took place around the future reporting around trend reporting and what it would look like.

7.4 A discussion took place around turnout times and on-call stations. RHy confirmed that a consultancy called Process Evolution are looking at the impact of non-availability of on-call stations.

7.5 A further discussion took place around KSIs, Accidental Dwelling Fires, why an aircraft crash would be reported as a fire, aligning metrics against the Fire and Rescue Plan, how to interact with schools where they are proving difficult to engage, fires in non-residential properties, the appraisal programme that is in place and which is being revisited regularly, FOIs and complaints and the 15 data breaches that were recorded. RHy is of the opinion that this is due to the implementation of GDPR rules rather than poor housekeeping. GM confirmed that all invoiced expenditure is published as a matter of course.

7.6 A discussion took place around the Monthly Report for April involving secondary fires, Arson task force, Health & Safety Review, internal audits, workforce (including on-call, fixed term contracts and agency staff). RH noted that the absence levels were 400 days lost in month compared with last year and RHy confirmed that this has been noted and is in the process of being looked at to find the reason behind the high figure. RHy will report back to the Board.

**Action: 20/19**

**RHy to report back to the Board on the high absence levels of 400 days lost recorded in April versus last year’s figure and the reason as to why it was so high.**

7.7 A discussion took place around the operational fitness testing data where the Service are moving towards the National Fitness Testing programme and the need to move to fitness testing on an annual basis.

7.8 Under Employee Relations – case management, JG asked whether it would be possible to split these numbers into how many were on-call, how many are associated to stations, whether any of these attendance numbers are contained within the 400 absence figure noted under wholetime.

7.9 RHy confirmed that the number of outstanding Home Safety visits were showing at between 150 and 200 but as they are being split between the Safe and Well Officers and volunteers, these are being completed at a faster rate than before.

7.10 Following a short discussion around safeguarding, it was agreed that RHy and JG would sit down and work through the number of open cases and whether they were ‘true’ open cases or whether they had been referred to another agency and were waiting to be closed.

 **Action: 21/19**

**RHy and JG would sit down and work through the number of open cases and whether they were ‘true’ open cases or whether they had been referred to another agency and were waiting to be closed.**

7.11 RH wanted clarification around the Safeguarding referrals figures for April as they were showing as having no Community Builder safeguarding being undertaken. RHy confirmed that the grey blocks in the graph on Page 9 will now disappear as the Community Builder role is being dealt with via the stations.

7.12 The Information Governance overview showing the statutory requests that have been received prompted RH to ask whether there is any way of reporting on the ‘environmental stewardship’ of the Service as he has never seen anything. Environmental stewardship could include items such as building specs, wildlife damage, carbon footprinting and a sustainability policy. GM commented that there had been a sustainability policy in place but it hasn’t been discussed for a while. After a short discussion, it was agreed that RHy would speak to Jon Doherty about this issue and would refer back to this Board.

 **Action: 22/19**

 **RHy to speak to Jon Doherty about picking up the Environmental Stewardship issue and would refer back to this Board.**

8 HOBs Closure Report

8.1 RHy presented the paper on the HR & OD Business Solution (HOBS) project in which a procurement process had been undertaken to select a replacement HR, Payroll and Learning Management Solution. KE had added in the areas of concern that the Board had previously, i.e. the addition of details of the payroll payments.

8.2 JG commented that if the report is going to be about closure of a project and taking the learning from the project forwards, this particular report does not bring out the lessons learnt aspect of the project. RHy confirmed that JT had asked Emily Cheyne to deliver a document which would deal with the lessons learned aspect, and JG commented that the two reports will need to be read together. RH is of the opinion that although there are a lot of recommendations that have gone into the report, it is still not showing what is being done differently, i.e. the people element is still missing. The Board have noted this report and that they look forward to seeing the more detailed management report on implementation of lessons learned in due course.

 **Action: 023/19**

 **RHy to bring back second HOBs Closure report when completed.**

9 Risk Based Inspection

9.1 RHy presented the paper on the update of the Service’s Technical Fire Safety (‘TFS’) inspection programme and gave an overview of the key themes identified in respect of TFS from the HMICFRS Tranche 1 inspections that have already taken place. This paper had been requested by the Board to report on the inspections made on the non-domestic premises.

9.2 RHy went through the paper which explained how the premises are prioritised as presenting the greatest risk using the rationale outlined in the Fire Safety Activity Programme. The likelihood of a fire occurring is assessed through examination of data of fires and enforcement activity over the preceding 4 years. The outcome is assessed using the national Provision of Risk Information System (‘PORIS’) and the premises types receive a score calculated on the likelihood of a fire occurring and the severity of the consequences based on a scale of 1-5. Hospitals are placed in the high/medium risk group and require a full audit from a TFS inspecting officer unless mitigated by good history of compliance.

9.3 RHy confirmed that Essex currently has around 4,500 high risk premises, the inspections of which are carried out by operational crews and by Fire Safety inspection officers for the more complex premises. RHy also confirmed that Essex cover work providing checks to building designs (through planning departments) on behalf of Cambridgeshire and Suffolk FRS.

9.4 RHy went through the Overview of Key Themes Identified that have been picked up from the results of the Tranche 1 HMICFRS inspections that have been undertaken. These themes are:

* Lack of resource and capacity hampering inspections
* Risk Based Approach
* Supervised Inspections
* Services respond promptly to planning applications
* Business engagement before enforcement
* Make more use of prosecution powers
* Consistent advice for businesses
* Support and education for businesses
* Unwanted fire signals
* Evaluate to better protect

Short discussions took place under each of the above items.

9.5 JG asked whether it was worth involving the Business Crime Board, which is chaired by the Chamber of Commerce, with promoting high risk business engagement in Essex

 **Action: 24/19**

 **JG to propose an item on promoting high risk business engagement with businesses at the Business Crime Board.**

9.6 RH had a couple of questions around Table 2 on Page 9 and asked for clarification around the ‘combined total of 9541’. RHy confirmed that this table (which is for internal use) shows the capacity the Service have for audits by FSO and station based inspection giving a combined total of 9541. RHy confirmed that the full analysis is still in the process of being completed. The second question was around Table 5 and the definition of ‘SLNs’. RHy confirmed Table 5 has SLN codes to identify premise type (i.e. 10 is a hospital), the known number is the number of buildings, the risk score is the level scored from the number of firefighters needed, environment, community, heritage and economic, the activity level is based on whether it is high/ medium/ low in the risk group.

9.7 After a discussion, it was agreed that RHy would speak to Mark Earwicker and the team around providing an update paper to the Board as this paper provides the base level report and methodology but needs to be updated with the work that has been done, the work to be done and the costs involved.

 **Action: 25/19**

 **RHy to speak to Mark Earwicker regarding an update paper on the Risk Based Inspections and let AM know when it is proposed to be tabled on the Forward Plan.**

10 Draft Annual Accounts

10.1 The Board went through the draft Annual Accounts. PBI confirmed that she is currently rewriting the Annual Governance Statement as it contains reference to a local code of corporate governance that had been adopted by the previous Fire Authority but which needs updating with the Constitution. GM confirmed that he needed to publish the Accounts this week, and it was agreed that PBI would get the Annual Governance Statement to GM as soon as she could. After a discussion, it was agreed that GM, RHy and Darren Horsman would work with the Comms Team to produce an extended narrative report to the Statement of Accounts.

10.2 After a discussion around reserves, underspends, income, levy surplus grants, forecasts, it was agreed that GM would alter the table on Page 5 (Service Revenue Account – specifically relating to the contribution to/from Reserves as a cost item) back to the format incorporated in the budget 2019/20 paper.

10.3 It was agreed that GM would draw up a decision sheet – before the Statement is published - to deal with the virement recommendation to transfer £400k into reserves.

 **Action: 26/2019**

 **GM would draw up a decision sheet to deal with the virement recommendation to transfer £400k into reserves.**

10.4 A further discussion took place around the variance figures for firefighters, the £195k overspend, day crews, premises overspends, IT projects, legal fees, interest charges and non-domestic rates. RH would like a paragraph or sentence in the Narrative Statement to report that the Service had a capital expenditure of £3.5m against a budget of £12m and subsequent forecast of £5m, and is as a result of decisions that had been made over the year.

10.5 GM confirmed that there had been no changes to the Accounting Policies. The Comprehensive Income and Expenditure Statement on Page 31 has been reformatted. The ‘capital finances charges’ description has been removed and replaced with ‘depreciation charges’. There has been a significant change to the pension schemes and this change is reflected under ‘pension liabilities’. GM will provide a reconciliation note to explain the different employment costs figures.

10.6 GM briefly explained the detail behind the figures on the Balance Sheet, and following on from this, RH asked when the detailed review would be carried out on the reserves and balance sheet and it was agreed that this should be on the Strategic Board’s Forward Plan.

 **Action: 27/19**

 **AM to schedule in a detailed review to be carried out on the reserves and balance sheet on the Strategic Board’s Forward Plan.**

 **Action: 28/19**

 **GM to work with Grant Thornton to make a Reserve Statement in line with Home Office reporting requirements. GM to speak to Abbey Gough in the PFCC’s Office regarding the similar Reserves Statement that is undertaken by Essex Police.**

 **Action: 29/19**

 **RHy to speak to members of SLT around a financial accounting workshop and come back to the PFCC’s office (via Camilla) with attendees. The workshop to then be set up by the PFCC’s office.**

10.7 There was a brief discussion around the transitional arrangements for the pension scheme and what effect that may have on the accounts and whether it should be a pension liability listed under reserves or whether it should be listed under general reserves. The auditors would like it to be a contingent liability from pensions reserve rather than a provision.

11 Budget Review – April 2019

11.1 GM went through the budget review for April where the Board were asked to note the position on the income and expenditure compared with the budget, and the capital expenditure spend is as at 31 March 2019 as the final capital expenditure impact is being analysed and reviewed for the Annual Accounts.

11.2 GM would be drawing up a virement for the pensions funding via Decision Sheet.

 **Action: 30/2019**

 **GM to draw up a Decision sheet for the virement on pensions funding.**

12 Risk Register and Business Continuity Plan

12.1 An SLT workshop had been held around the Risk Register and the paper presented contained the proposed changes. PBI confirmed that as Monitoring Officer, she had not had a chance to look at it in depth yet but would provide her comments to DB.

DB arrived at 12.02pm

12.2 DB confirmed that the workshop had looked at the risks against the Fire and Rescue Plan and there had been a reallocation of risk owners. If the Board were happy with the suggestions set out, the Risk Register will be presented to the Audit Committee. DB confirmed that the only objective from the Fire and Rescue Plan that has not been directly pulled into the Risk Register is the RTC objective as it is contained within the Protection, Prevention and Response section.

13 Any Other Business

13.1 RH would like a copy of the HMICFRS strategic briefing, when it has been completed.

13.2 There being no other business, the meeting closed at 12.09pm.