



MINUTES

POLICE, FIRE AND CRIME COMMISSIONER FOR ESSEX AND ESSEX COUNTY FIRE & RESCUE SERVICE STRATEGIC BOARD

5 June 2019, 1.30pm to 4.30pm, FF37, Kelvedon Park

Present:

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
Jo Turton (JT)	Chief Fire Officer and Chief Executive
Rick Hylton (RHY)	Deputy Chief Fire Officer
Dave Bill (DB)	Director of Prevention, Protection & Response, ECFRS
Karl Edwards (KE)	Director of Corporate Services, ECFRS
Matt Furber (MF)	ACFO, IRMP and Service Improvement (for item 4)
Ben Pilkington (BP)	Programme Director, 2020 Programme (for item 4)
Colette Black (CB)	ACEO, People, Values and Culture (for item 9)
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

1 Welcome and apologies

RH welcomed all to the meeting and there were no apologies to note.

2 Minutes of the last meeting

There was one amendment to the minutes of 7 March 2019, namely to item 6.3 on the Essex Emergency Services Collaboration Programme Updates and PBI would like it to read '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).'

There being no further amendments, the minutes of the previous meeting were agreed.

3 Action Log

21/18 Draft Budget 2019/2020

The first of two MTFP workshops is scheduled for 5 June 2019.

23/18 New IRMP

The tender analysis is complete for the research proposal with the contract awarded to Process Evolution. Propose close.

03/19 Integrated Risk Management Plan

RH has spoken to Cllr Schmitt about forming a working group to input into the IRMP process at the last Panel meeting. PBI to follow up with Emma Tombs at ECC to coordinate presentation and timings with the Panel.

04/19 Change Board and Prioritisation update

The timeline paper had been presented at April's P&R Board. The completed Annual Plan will be presented at September's Board meeting.

05/19 Overview of Changes to ECFRS Prevention Delivery

DB to pick up the implications from the Changes to ECFRS Prevention Delivery paper with rep bodies. DB confirmed that this is being dealt with through the JNCC meetings with Unison and is outstanding with the FBU due to a cancellation.

06/19 Overview of Changes to ECFRS Prevention Delivery

The formal proposal will be presented to this Board in December 2019.

07/19 Pay Policy Statement

CB had produced a decision sheet for the pay policy statement. PBI had requested a couple of amendments to the decision sheet which are being done. Propose close.

08/19 Workforce Planning

PBI confirmed that she had sent CB details on the Day One sickness service. Propose close.

09/19 Transitional Governance – response to Internal Audit Report

PBI had drawn up a decision sheet which was currently with Glenn McGuinness for signing. Propose close.

4 Integrated Risk Management Plan – Planning Progress

- 4.1 MF and BP presented the paper on the planning process and the key activities that have been completed to date. The paper also set out the governance arrangements and the proposed sign off procedure. The presentation discussed issues around data analysis, research, consultation processes, the IRMP process forming the main part of the Extraordinary Board, RHY said his former colleagues from Cambridgeshire will be picking up the Review of the current IRMP and the review of 2020. A further discussion took place around the timeline and order of the publication of the IRMP, incident recording, optimisation and prioritisation of resources and scenario reporting.
- 4.2 It was also discussed as to how the IRMP would be consulted on and it was agreed that the public would be asked to comment on the IRMP, the responses would be analysed and then specific questions would be asked afterwards using the annual review of the IRMP to potentially undertake further consultation on any detailed proposals.
- 4.3 It was also agreed that the MTFP would shadow and be a partner document to the IRMP with both the Budget and the complete MTFP presented to the Police Fire and Crime Panel in January 2020. It was agreed that the timing of the presentation of the IRMP to the Panel would need to be discussed with them.

MF and BP left the meeting at 2.45pm

5 Asset Strategy Development

- 5.1 RHY presented the paper on the Asset Strategy Development where the Board were asked to note and approve both the approach and timescales for the production of associated asset strategies.
- 5.2 The Vehicle and Equipment Asset Management Strategy was agreed in June 2018 which set out how ECFRS would ensure the assets remain fit for purpose in terms of maintenance and replacement. ECFRS also manage the Estate in line with the Property Strategy 2010-2015.
- 5.3 The paper set out a proposal to set up a workshop to agree principles around the shared estate resulting in a Joint Estate Strategy and how it will be managed.
- 5.4 After a brief discussion, it was agreed that RHY would organise an ECFRS/ PFCC workshop to this effect.

Action: 10/19

RHY to organise a workshop on agreeing the principles around the shared estate resulting in a Joint Estate Strategy (using the Local Business Case, IRMP and Fire and Rescue Plan).

6 Change Board Update

- 6.1 DB went through the update and highlighted that the most challenging item is CRM. As background, the Service implemented a Microsoft Dynamics CRM (Customer Relations Management) solution to replace the legacy Management Information System, going live in 2016. The CRM is intended to be the primary information system for CFS, TFS and Water section. Despite the implementation and closure of the DELTA programme, issues have been raised in a number of business areas and projects which suggest that further work on the CRM system and/or the use of CRM is required. JT commented that the future options around the CRM system are being explored with SLT.
- 6.2 A discussion took place around the other parts of the Change Board projects; the intranet implementation has been completed, the first draft of the new Digital Strategy is proposed to be tabled at the next Change Board, OAM and Competency Management are progressing well with some amendments to the task system, the on-call conversion development programme is showing as 2 reds against it but this is mainly to do with paperwork catch up issues. A report will be produced shortly on the day duty officers riding pilot. The on-call conversion programme is showing as green on the spreadsheet which RH queried as there is a known figure of £800k against the programme which would make it red. DB confirmed that it is green due to the revamping of the project paperwork status.
- 6.3 A brief discussion took place around the on-call conversion programme at Dovercourt, Waltham Abbey and South Woodham Ferrers. Great Baddow still proves challenging.
- 6.4 RH asked that the £9.85m of cashable benefits shown in relation to the on-call conversion programme be better profiled and show how much of the cashable benefits have been achieved to date.

Action: 11/19

DB to show how the £9.85m of cashable benefits in relation to the on-call conversion programme are profiled and show how much of the cashable benefits have been achieved to date.

- 6.5 After a brief discussion, it was agreed that DB would pass on JG and RH's thanks to Dave Bond at Dovercourt for all his work on the on-call conversion programme and his support to Scott Meakins.
- 6.6 DB briefly explained the issues that the Service were having with the multi-media equipment project and confirmed that a stop had been put on this project due to escalating costs. RH commended the Service for making the decision to stop something that is not working.
- 6.7 DB confirmed that the MDTs and tablets projects had been concluded with good feedback being received from stations around their ease of use.

7 Change Board, People Board and Continuous Improvement Board ToR

- 7.1 RH asked that page 2 of the People Strategy Board where it states 'tbc' should be 'Jane'. KE confirmed that this was updated shortly after the papers had been submitted for this meeting.
- 7.2 PBI commented that the covering report states that the inaugural meetings had been held but that she had not been invited to the Change Board as originally agreed. RHY would pick this up with the Change Board chair. PBI also asked if there could be some consistency in some of the terminology in the ToRs as some references are made to the 'Change Board' or 'Change and Performance Board' or 'People Board' and 'People and Strategy Board'. PBI noted that under the ToRs for the Change Board, there is a reference to the SLT Code of Conduct – did SLT have a separate Code of Conduct from the rest of the staff? DB would look at this. PBI also asked why the Change Board met monthly and the other Boards met quarterly? DB confirmed that this was mainly to keep a tighter rein on the progress of the projects. PBI asked about the Continuous Improvement Board and whether it should reference the Fire and Rescue Plan. It was agreed that it should. PBI also commented that under the Continuous Improvement Board ToRs whether there should be a reference to the Director of Corporate Services as they are not part of the membership for this particular Board.
- 7.3 PBI would pass her comments to DB to make the changes.

8 Essex Emergency Services Collaboration Programme – Update

- 8.1 RH commented that this was a familiar document to him and if it was going to include the broader items of collaboration with other fire and rescue services, the overall dashboard and the benefits realisation sheets would be the best documents to be discussed at SLT.
- 8.2 RH commented that all the rep bodies had said that they did not feel that they were getting enough information around collaboration when he met with them. JT was disappointed to note this as she specifically goes through the collaboration items with each rep body and she confirmed that collaboration is a standing item at the JNCCs.
- 8.3 RHY commented that the Information Sharing Agreement that had recently been signed was the first in the country to involve the three emergency services. DH to speak to Emily Cheyne around the comms piece.

The meeting broke for 10 minutes.
Colette Black joined the meeting at 3.21pm
The meeting reconvened at 3.25pm.

9 New Training Programme

- 9.1 RHY went through the paper on the new training programme proposal where the Board were asked to approve the additional detail of the Operational Training Strategy and Core Principles, approve a virement from the 2018/19 budget into the 2019/20 budget to the value of £800k to fund the likely future requirement to invest further in assurance of competence and delivering the Operational Training Plan for 2019/22, and also to approve the proposed governance and project management arrangements.
- 9.2 The Board were also asked to note the actions completed since the approval of the PFCC to invest £600k of reserves into operational training and the forecasted use of the £600k investment for 2019/20.
- 9.3 CB took the meeting through the background to the paper which dealt with retirement, recruitment and feedback from the internal audit and peer review. CB also set out the proposal to expand the core principles and amend the training model. CB explained how the reserves were being utilised with the firefighter apprenticeship programme and the casualty care training.
- 9.4 RH asked whether this is how the £600k of reserves had been allocated or was it plus £800k (i.e. £1.4m). CB confirmed that it is the £600k figure which is made up of £300k for the casualty care training with the rest being allocated to recruiting and training trainers.
- 9.5 The virement of £800k is proposed to fund two areas of work, namely £400k for the the assurance of competence for every firefighter across the service and £400k based on the right number of trainers delivering locally.
- 9.6 CB set out the proposal to change the governance arrangements in order to put the work connected with the virements in place. The proposal is that the Operational Training Strategy sits within the Change Board with the Learning and Development Steering Group reporting into the Change Board. It is also proposed that members of the Steering Group would include a representative from the PFCC's office and a professional from outside the Service.
- 9.7 RH asked about the assurance and competency piece and the challenge that the FBU had given him was that it does not give a timeframe. They think it will take 18 months to complete it. CB confirmed that the Service's calculations are for 6 months based on 4 trainers delivering 125 days work of delivery. CB would speak to the FBU to understand the calculations behind this piece of work.
- 9.8 A brief discussion took place around the phased approach, dates for completion as an ongoing conversation, support for the trainers, whether the 4 new trainers would be providing the assurance and competency piece (they would not), training currently being undertaken and the possibility of outsourcing the training.
- 9.9 The Board agreed the virement of £800k and the proposed governance and project management arrangements. CB to draw up a decision sheet for the virement.

Action: 12/19

CB to draw up a decision sheet for a virement of £800k from the 2018/19 budget into the 2019/20 budget to fund the assurance of competence and delivery of the Operational Training Plan for 2019-2022.

CB left the meeting at 3.55pm

10 Trade Union Facility Time

- 10.1 KE presented the information paper on the Trade Union Facility Time regulations and the work carried out into the percentages of time spent on facility time and the percentages of pay bill spent on facility time and paid trade union activities.
- 10.2 KE confirmed that currently the time spent on Health and Safety inspections could not be split out and recorded but this is being looked and should be available for the next report.
- 10.3 It is proposed that trade union facility time will be reported using the new Civica system and a uniform and published approach to recording is needed to enable and ensure more accurate annual reporting.

11 Whistleblowing, Comments, Compliments and Complaints Policies and Comms Plan

- 11.1 Before RHY went through the paper with the recommendations, RH asked whether 'feedback guidance' is the right title to use for the overarching document. A discussion took place around this and it was agreed that the overarching document (which had been requested from the feedback) would have a different name. The overarching document and the policies would be published on the intranet.
- 11.2 DH asked if he could be involved with the recruitment and appointment of the external whistleblowing reporting service. It was agreed that DH (representing the PFCC's office) would be involved.
- 11.3 PBI had a few comments around typographic errors in the policies and references made to submit concerns by email – there was nothing in the policies to say what to do if you did not have access to email. There was also reference in the covering report to prescribed organisations but this reference has not been included in the policies (eg. external auditors, or a list of prescribed organisations supplied by the government). PBI to give a list of prescribed organisations to RHY.

Action: 13/19

PBI to provide RHY with a list of prescribed organisations to add to the policies.

- 11.4 PBI commented that her feedback that she provided in January did not seem to have been incorporated into the Whistleblowing policy. One of the items that is of concern to her is the 'good evidence' needed and whether there is a 'reasonable belief' for whistleblowing. After a brief discussion, it was agreed that PBI would pick up her concerns regarding the terminology separately with KE, then a decision sheet can be prepared for the approval of the policies.

Action: 14/19

PBI would speak separately with KE around her comments on the terminology in the Whistleblowing policy and subsequently a decision sheet prepared for the approval of the policies.

12 Grievance Policy

- 12.1 KE presented the paper on the updated position regarding the Grievance Policy. He confirmed that the extant Grievance Policy was reviewed by ACAS. The issue with the Policy is not so much the content as the way it has been implemented and managed. KE confirmed that the average case duration had gone from 66 days down to 39 days and most have been now been resolved. The Grievance Policy had been sent to the Rep Bodies with five weeks left on the consultation period, after

which the Policy will be signed off. It was agreed that KE would send a copy of the Grievance Policy that is being consulted on to the PFCC's office.

Action: 15/19

KE to send a copy of the Grievance Policy that is being consulted on to the PFCC's office (PBI).

- 12.2 PBI asked if she could be involved in the consultation process as the Service's Monitoring Officer.
- 12.3 KE to speak to the PFCC's office (AM/CBr) to run through timeframes and an item for the Forward Plan.

Action: 016/19

KE to speak to the PFCC's office (AM/CBr) to run through timeframes and an item for the Forward Plan.

- 12.4 DH asked about the random sampling that had been undertaken and whether the internal scrutiny is offering or would offer a reassurance to staff and public, or whether it would be better suited being undertaken by an external body. After a brief discussion, it was agreed that DH and KE would discuss outside this meeting and propose an item to the People Strategy Board.

Action: 017/19

DH and KE would discuss dip sampling and the learning process outside this meeting and possibly propose an item to be dealt with at the People Strategy Board.

13 Forward Plan

- 13.1 RHY would like to propose that the Shared Control Room is an item at the Extraordinary meeting on 21 August. This was agreed.
- 13.2 RHY would like to replace the Vehicle and Equipment Strategy item with the Annual Plan for the Board meeting on 17 September.
- 13.3 AM asked whether the Change Board and 2020 Programme are to remain as a separate item outside the Annual Plan. It was agreed that the Change Board items and 2020 Programme are to be included in the Annual Plan.
- 13.4 The MTFP is to be included in the September Board meeting and December Board meeting.
- 13.5 The Statement of Assurance and Annual Plan are to be presented in September.
- 13.6 The Asset Sub Board to be removed as an item on the Forward Plan as it no longer exists.

14 Any Other Business

There being no other business, the meeting closed at 4.25pm.