



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

17<sup>th</sup> September 2019, 14.30pm to 16.30pm, GF01 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
Karl Edwards (KE)	Director of Corporate Services, ECFRS
Colette Black (CB)	ACEO, People, Values and Culture (for item 11)
Anthony Maude (AM)	Head of Performance and Scrutiny (Fire), PFCC's office
Darren Horsman (DH)	Assistant Director of Communications, PFCC's office
Claire Putnam	Minutes, PFCC's office

**Apologies:**

Dave Bill (DB)	Director of Prevention, Protection & Response, ECFRS
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1 Welcome and apologies

RH welcomed all to the meeting and noted apologies from DB.

2 Minutes of the last meeting

7.2 of the Minutes PBI had requested tweaks to the Terms of Reference and her notes (given to DB) had not made it onto the Action Log. RHY to check.

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

3 Action Log

21/18 Draft Budget 2020/2021

Actions were agreed in a Workshop around MTFP and Decision Sheets to be completed and signed off by JT, it will then be taken to the Police, Fire and Crime panel as part of the framework for the budget setting in December. It was also agreed that the Virement paper for the ICT will be drafted for a Decision Sheet which will be taken to the Performance & Resources Board for a report.

03/19 Integrated Risk Management Plan  
Working Group formed and first meeting held

04/19 Change Board and Prioritisation update  
On Agenda for this meeting

05/19 Overview of Changes to ECFRS Prevention Delivery  
AM confirmed that DB has spoken with the Representative Bodies so action can now close.

06/19 Overview of Changes to ECFRS Prevention Delivery  
Both Prevention and Protection need strategies so will be presented in December.

10/19 Asset Strategy Development  
Due date moved to 2020, item left as ongoing on Action Log.

11/19 Change Board Update  
Profiling of the On-Call Programme will need to come back. RHY to pick up and confirm a due date.

12/19 New Training Programme  
CB working up at present and due date is December

13/19 Whistleblowing, Comments, Compliments and Complaints  
Completed and closed.

14/19 Whistleblowing, Comments, Compliments and Complaints  
Still need to finalise terminology so PBI and KE to meet and sign off. Due date is October.

15/19 Grievance Policy  
On Agenda.

#### 4 Strategic Assessment of Risk

- 4.1 RHY took the Board through the paper which is a foundation document for the Integrated Risk Management Plan and has been brought to the Strategic Board as it's a live document
- 4.2 RH asked if there needs to be discussions with the Representative Bodies around the paper and RHY confirmed that DB is talking to them and AM confirmed that they have already seen the paper.
- 4.3 RH has requested a Decision Sheet be put together so it can be approved by RH. Document to be marked Official/Sensitive.

#### **Action 18/19**

**RHY to put together a Decision Sheet so RH can approve the Strategic Assessment of Risk.**

#### 5 Integrated Risk Management Plan

- 5.1 RHY handed the Board an updated document to the one in their packs as the first meeting with the panel to take them through the consultation has now taken place.
- 5.2 Under each proposal where it links to priorities there's a definite link to the Fire and Rescue Plan so it's very clear for the public. Proposals are the same as discussed in the Workshop.
- 5.3 Document is being crystal marked in readiness for release next week which will be the start of the public consultation. After sign off, 23<sup>rd</sup> September 2019, consultation will commence for 12 weeks, predominantly online. RHY confirmed that the Fire Brigade Unions have been engaged with over the documents. JG stated after a

meeting with the Fire Brigade Union that they felt they had been engaged with over the document however they feel they haven't been consulted with over the formal consultation in regard to what this is and what it's developing into. JG stated that Unison wanted clarity around the audience and communication.

- 5.4 PBI informed the Board that the Fire Brigade Union had made a clear statement that the document included with the papers does not constitute an Integrated Risk Management Plan (IRMP) and does not meet the requirements of an IRMP. It was explained that this is a consultation document and not intended to be an IRMP. PBI asked for clarification on the status of the document. RHY confirmed that it is a consultation document not an IRMP and the next steps are, the document will go public on Monday, communications go out and it's online then a series of consultations with the public will take place and there's a survey that's been designed to accompany this. Internal sessions with staff and sessions with the Representative Bodies and partners will also take place. The Police Fire and Crime sub-panel have asked to meet mid-way through the process to review what's come in and again near the end of the consultation. Next stage is to go through how the public, stakeholders feel about the proposals and refine, change, amend and modify the proposals based on the feedback. Those proposals will then drop into a draft IRMP for 2020/2024 and this all needs to be completed by April 2020 when the current IRMP runs out. RH asked if everything was still on track to have a final compliant draft for the panel to sign off in January along with the budget. JT confirmed that everything was still on track.
- 5.5 RH wanted it stated for the minutes that the Board are approving the IRMP 20/2024 consultation paper as revised and presented in the meeting for use in the first phase of the Services IRMP consultation.
- 5.6 DH stated it would be good to get a communications plan behind this proposal. RH agreed.

**Action: 19/19**

**RHY to share his communications plan with RH and his teams.**

## 6 Control Rooms

- 6.1 RH stated he thought the other Fire and Rescue Services were going to be named as part of the procurement process. RHY confirmed that will probably still happen but he didn't want to put their names into a paper without discussing it with them first. RHY is also in discussions with a procurement specialist about the most cost effective way to achieve this.

**Action: 20/19**

**Decision Sheet to be completed by RHY, including stating Essex County Fire and Rescue Services will develop a procurement process which will enable other FRS in the East of England to join the procurement**

## 7 Annual Plan

- 7.1 RHY took the Board through the Fire and Rescue Plan and its strategic direction and ultimately how the Annual Plan will be the key driver for the IRMP as well as the Change Programme and all areas of continuous improvement.
- 7.2 First draft of the Annual Plan captures where the focus has been since April and where it will be focused on going forward until the end of the year. This will demonstrate against the Fire and Rescue Plan what it is the Service are aiming to achieve. On the basis of this RH asked why People Strategy isn't there when it was discussed in a Workshop. RHY explained that this is because in the areas of action

it's down to develop this strategy. RH requested this be put into the plan. RH also stated under 3.3 of the paper Collaborate with Partners, there is no mention of the local business case, fleet workshops or delivering to schools. This needs to be included in what the Service is doing. RHY explained that with the exception of fleet workshops it's because it's "business as usual". RH requested that this also be included in the plan.

**Action: 21/19**

**RHY to include a People Strategy in the Annual Plan draft**

**Action: 22/19**

**RHY to include a bullet point that says "delivers the next phase of the local business case, specifically fleet workshops and delivering to schools"**

7.3 Four priorities have been identified from the Fire and Rescue Plan which means four areas haven't been included, RH asked the reason for this. RHY confirmed that Improve Safety on the roads isn't on there because it's the Services current work and falls under Prevention Protection and Response in the activity section. Helping the Vulnerable stay safe isn't on there because it's embedded in the Prevention section and Be Transparent Open and Accessible isn't there because it's what the Service does already. RHY stated that if it's found it doesn't work it will be revisited as this is the annual plan within the four year plan.

7.4 Community safety work being pushed out to the stations is very important and there's lots of work around this and working with our partners, JG asked if it's in the Annual Plan or is it classed as business as usual. RHY confirmed that this sits under the Prevention Strategy at the moment but agrees that it should sit in the plan.

**Action: 23/19**

**RHY to include a section on the Community Home Safety Work in the Annual Plan**

7.5 Once the Board have approved the Annual Plan (taking into account the amendments discussed) RH asked what happens next. RHY confirmed that the first stage is it's taken to the Manager's briefing and will look at the communications strategy around it, DH said he would like to see the communications plan. Then Managers need to take ownership of the Plan and implement it and cascade it down to station level and HQ.

**Action: 24/19**

**RHY to share the communication plan with DH.**

**Action: 25/19**

**Annual Plan to be presented back to the Performance & Resources Board in April 2020 in the same format and included on the Forward Plan**

## 8 Statement of Assurances and Annual Report

8.1 RH stated the Fire and Rescue Statement should include wording around the Governance Regime and Transparency.

8.2 RH stated that his introduction on page 6 of the paper needs to say "through this document I have met the requirements of the National Framework".

8.3 Page 9 should state Mission and Vision, so Vision needs to be added so it reads Vision, Mission and Values DH to make those changes.

**Action: 26/19**

**DH to pick up the following; ensure Vision is added to Mission and Values, Opening paragraph states Statement of Assurances so wording needs to change, change RH's introductions to include "through this document I have met the requirements of the National Framework" and include that RH endorses the Fire and Rescue Statement**

- 8.4 AM stated that the document doesn't mention the Local Pensions Board or the Efficiency Plan.

**Action: 27/19**

**AM to liaise with KE in regard to the inclusion of the Local Pensions Board and the Efficiency Plan**

- 8.6 DH stated that on the table showing the summary of the Services performance against key performance measures under the section "*The number of people killed or seriously injured in road traffic collisions*" need to explain the way the target has changed due to flash reporting system. RH also pointed out it should say fewer than rather than targeted. DH to pick up.
- 8.7 The Board agreed that they're all content, subject to the amendments as discussed.

9 Grievance Policy

- 9.1 The Policy is ready to be signed off as soon as received in writing that the FBU is happy with the changes they requested. The other Representative Bodies are content. Once received a Decision Sheet needs to be completed.

**Action: 28/19**

**KE to complete a Decision Sheet in regard to the Grievance Policy once received notification from the Fire Brigade Union that they are content with the changes they requested.**

- 9.2 Timings have been agreed with DH around the grievance dip testing.
- 9.3 DH stated that at 9.7, procedure should read as policy which was agreed. DH also asked at 2.2 How do we include Volunteers. KE confirmed that Volunteers would raise a complaint as opposed to an internal grievance.
- 9.4 JT confirmed for the Board that a Grievance Procedure will also be written after sign off has been received. The procedure will be in line with the Whistle Blowing, Complaints and Compliments etc.

10 Technical Fire Safety Plan

- 10.1 RHY talked the Board through the reasoning behind the paper as the Service understood there were some issues with their Technical Fire Safety that needed to be picked up and moved forward with.
- 10.2 RHY explained that he needed to get this paper to the Strategic Board to ensure the Service has discharged that part of the HMICFRS recommendation around the areas the Service needs to focus on in regard to Technical Fire Safety and so RH is sighted that there is an issue there and the areas that the Action Plan will need to be built around. Action Plan is now being developed and the Service has to go back to HMICFRS by the 2<sup>nd</sup> October with the Action Plan.
- 10.3 RH stated he would rather the recommendation said *the Authority requires the Senior Leadership Team to prepare a Technical Fire Safety Action Plan with the areas of*

*immediate focus being* the four bullet points on the paper. RHY explained he would have written that had he known when he submitted the paper that that would be the request of HMICFRS. At the time RHY knew they had an issue but weren't entirely sure what it would be. RH and JG confirmed that they haven't received the letter from HMICFRS.

## 11 Forward Plan

- 11.1 RH stated that the review of the balance sheet and reserves needs to be completed.
- 11.2 RH stated the need for an external consultant to help on this as it is a huge piece of work. KE to pick this up, looking at what assets the Service has, how are they valued, are they all used and how do they map across to the reserves.

### **CB joined the meeting at 16.00pm**

#### **Action: 29/19**

**KE to oversee and come back to the next Strategic Board with a paper on how this will be achieved with timelines and resources etc.**

- 11.3 Statement of Assurances and Annual Report can be removed from the Forward Plan. Joint Estates Strategy postponed until May 2020.
- 11.4 The Board had a short discussion with regard to the need for a further Strategic Board Meeting in January purely around budgets before the Medium Term Financial Plan and Budget goes to the panel in January. CP to organise date.

#### **Action: 30/19**

**CP to co-ordinate diaries and schedule a Strategic Board Meeting around Budgets in January 2020.**

## 12 Culture Change Strategy

- 12.1 CB took the Board through the paper and explained what they are trying to achieve with the continued Culture Change Strategy which describes several work streams that come from the Fire and Rescue Plan. It describes how the Service will achieve this, how it's going to be delivered, how it will be measured and how the Service will know if it's been successful.
- 12.2 There was a short discussion around the wording of the Strategy, RH stated that he had an issue with using Aspirations as the Service have commitments to what they will do in order to achieve culture change and at least 10 of those commitments are not in the Strategy. CB explained that the Aspirations were discussed as a Leadership Team and they are Aspirations rather than the plan for the next couple of years. However CB did state that the Continued Culture Change Strategy can stand without Aspirations. KE wanted to reference some of the Aspirations in the Strategy so RH suggested calling them Outputs rather than Aspirations and map it back to the commitments.

#### **Action: 31/19**

**CB to amend the wording of the Strategy and circulate to the Board electronically.**

- 12.3 JG asked what HR Real World is saying at the moment. CB stated that they're hearing a lot about trust between the Service and the employees, also about the perception of fairness and how pressurised middle managers are feeling.

- 12.4 JG was very interested in what HR Real World are saying and asked CB what her feelings were regarding green book/grey book, is there still a gap or are they becoming more tolerant of one another? CB confirmed there are positive and negative reactions in regard to green book/grey book and there's still a lot of work to do around concerns. KE stated the "Day in the Life of" is important for both sides to gain a better understanding of how each other works. CB agreed and the Unison Representatives are a useful conduit for this.

**Action: 32/19**

**JG and RH to be invited to Real World HR presentation of the diagnostic in October**

- 12.5 There was a short discussion around the HMICFRS letter and issues raised. CB stated that pages 7 onwards of the Strategy will form part of the Action Plan.

13 Any Other Business

There being no other business, the meeting closed at 16.30pm.