



MINUTES

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

10 December 2019 1400pm to 16.30pm, GF01 Kelvedon Park

Present:

Roger Hirst (RH)	Police, Fire and Crime Commissioner (Chair)
Jane Gardner (JG)	Deputy Police, Fire and Crime Commissioner
Rick Hylton (RHy)	Deputy Chief Fire Officer
Karl Edwards (KE)	Director of Corporate Services, ECFRS
Dave Bill (DB)	Director of Prevention, Protection and Response, ECFRS
Colette Black (CB)	ACEO, People, Values and Culture
Moira Bruin	Director of Operations, ECFRS
Glenn McGuinness (GM)	Deputy Finance Director, ECFRS
Jo Thornicroft (JTh)	Head of Performance & Scrutiny (Fire)
Claire Putnam	Minutes, PFCC's office

Apologies:

Pippa Brent-Isherwood (PBI)	CEO, PFCC's office
Jo Turton (JT)	Chief Fire Officer and Chief Executive

1 Welcome and apologies

RH welcomed all to the meeting and noted apologies from PBI and JT.

2 Minutes of the last meeting

Page one under Action Log 21/18 should read Draft Budget 2020/2021.

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

No matters arising.

3 Action Log

21/18 Remains Open until finalised

06/19 Protection paper is on the agenda however Prevention paper is still being drafted and will be brought back in March 2020

10/19 Due date is January 2020 however RHy needs to speak to DCC Mills in regard to the Joint Estates Strategy and then RHy will speak to JTh about putting it on the forward plan for Strategic Board

Action: 10/19 update

RHy to speak to DCC Mills in regard to the Joint Estates Strategy and confirm with JTh when it should be on the forward plan

11/19 P&R Board in January 2020

12/19 Close
14/19 Close
18/19 Decision sheet needs to be completed by RHy however DB thinks it's already been completed so will check.
19/19 Close
20/19 Close
21/19 Close
22/19 Close
23/19 Close
24/19 Close
25/19 Due date April 2020
26/19 Close
27/19 Close
28/19 Decision Sheet completed RHy to chase up
29/19 Revised timeline to be agreed as Neil starts 2nd January 2020
30/19 Close
31/19 Close
32/19 JG and RH have had meetings around Real World HR, final version to be brought back to Strategic Board in March 2020

4 Operational Training Strategy

- 4.1 CB took the Board through the history behind the paper and highlighted to two areas for approval; The Strategy for 2019 to 2022 and the funding required to deliver the strategy.
- 4.2 A fundamental redesign of the Operational Training Strategy happened earlier this year and since the last Strategic Board the following has been delivered; Assurance of competencies programme first phase is now complete and is being evaluated and second phase is starting. The '1300 day Watch Manager deficit' has been addressed. New governance arrangements have been put in place and are being used. Operational training team has been utilised with the steering group to develop the strategy and plans. The outputs of this are the revised Operational Training Strategy with high delivery plans. RH was of the understanding that the strategy would include items around prevention and protection. If station based crews are being asked to complete more Home Safety Visits then the Service has to ensure they are trained. CB agreed that it is within the report but not explicit enough and under 3.2 CB will broaden the Prevention and Protection areas.

Action: 33/19

CB to broaden the Prevention and Protection areas and bring back to the 3 January 2020 Strategic Board

- 4.3 RH stated that on page 5 of the report there's an issue around the timing of the Breathing Apparatus Chambers, has this been addressed. CB stated that appendix 3 has an 'NB' stating the cost of condensing the programme of work to a one year programme is being explored. This will be updated in the paper for 3 January 2020.

Action: 34/19

CB to review appendices 3 and 4 and bring to the Extraordinary Strategic Meeting on 3rd January 2020

- 4.4 RH stated that meetings he'd had with the unions they had raised that Station Manager training was lacking especially around Task Book and Incident Command Verification (ICV). CB confirmed there was a full training programme around ICV and the courses were always fully utilised. DB explained there is work to do around Task Book however surprised about the ICV findings as there are established development days as well as assessment days. MB stated that this could be in-line

with the Grenfell Phase 1 Action Plan. MB also stated that there is now a buddy system in place to support colleagues as they move from utilising their skills in a training environment to real incidents.

- 4.5 RH stated that the unions had also commented on On-Call training, can this be captured with the skills gap analysis. CB commented the Core Skills Assurance programme will highlight potential skills gaps for all firefighters and will seek to address these
- 4.6 RH asked what the external quality assurance for the Services training process is as the FBU stated it doesn't take a day to train a trainer it takes a lot longer. CB confirmed the Skills for Justice courses are externally verified and the EQA comes in annually to ensure all standards are complied with. The L&D Steering Group has oversight through the Quality Assurance Framework. RH stated that the FBU requested to be on that Steering Group, CB confirmed they are welcome and have been invited to the Advisory Groups but have not attended recently. RHy stated that the invitation should be extended to all rep bodies. CB confirmed that she already has arrangements in place with FRSA, due to their capacity they are not able to attend additional meetings but Operational Training is a standing agenda item on JNCC agendas.

Action: 35/19

The Service to invite representative bodies to the L&D Steering Groups

- 4.7 RH stated that FRSA were concerned about capacity, were 4 group trainers enough. CB confirmed that this will be reviewed after a year. RH stated that he needed to see reports from EQA's and IQA's and feedback from Phase 1 Training.

Action: 36/19

CB to pull together Quality Assurance reports from EQA's and IQA's, and also feedback from phase 1 training for P&R in January.

- 4.8 CB stated decision sheet for £1.9million needs to be prepared for the BA and Safe Working at Heights Refurbishment.
- 4.9 RH confirmed that the Board welcomes the Strategy as presented but final decision is deferred until the 3rd January 2020 Extraordinary Strategic Board when additional costs and amendments to appendix 3 and 4 will be re-presented.

CB Left the meeting at 14.45pm

5 Progress against PFCC Business Case – Collaboration

- 5.1 RHy stated that this was on the forward plan agenda but going forward would be more helpful to present on what the Service are doing in regard to the wider collaboration and working with other services.
- 5.2 RH confirmed he and the Board have been sighted on the paper and are happy with RHy's suggestion on presenting on the wider collaboration going forward.
- 5.3 RH stated that the typeface on the dashboard is very difficult to read and the rep bodies would need a more legible version.
- 5.4 DB confirmed that JT has been having update meetings with the rep bodies where collaboration is discussed.
- 5.5 RHy stated that Suffolk is a good example of collaboration and where it works well. RH has asked that ECFRS start looking into how the management of those

successful joint stations was introduced and to have conversations with Services that have collaborated with other services.

6 IRMP Update

- 6.1 DB took the Board through the paper and highlighted that the Service has so far received 930 responses in regard to the consultation and 230 of those have been identified as staff members or relatives of staff. There haven't been any surprises so far.
- 6.2 DB stated they have received responses from the FBU in letter form and it's been useful feedback and DB meets with the rep bodies on a monthly basis. Headlines of the letter were proposals 1 and 7 which is around people and ICT which the FBU don't feel is part of the IRMP process however the Service believe that if you don't get the people side right then that is a foreseeable risk. Also if there isn't a robust ICT system then again that presents a risk to the organisation going forward.
- 6.3 RH stated that it's beneficial to have a timeline along with the IRMP update in regard to where the Service is and what if anything is changing. DB has confirmed that this will be supplied. RH asked if there are no changes are the Service on track to publish the final draft of the IRMP at the end of January, DB confirmed there will be a draft document available early January and a decision sheet will need to come back. RH stated it won't be signed off finally until after the PFCC's election as the election phase serves as a final part of the consultation and the Panel needs sight of it as well. Draft document will go to SLT middle of January and then it needs to be visible to the public end of January and the unions have stated that there needs to be a period of consultation of 4 weeks for feedback.

7 Medium Term Financial Plan

- 7.1 GM explained that the document has previously been through the SLT and is a high level report.
- 7.2 KE explained that page 7 of the report now has the complete table that RH had requested.
- 7.3 GM highlighted that page 10 of the report Capital Programme overview now shows the additional investment in training for the BA split over the 4 year period, if the period is condensed then that table will be amended.
- 7.4 GM stated that within the budget, specific provision for Technical Fire Safety for £500,000 on revenue expenditure has been provided and in addition the Capital Budget for 20/21 includes £500,000 for capital systems for Technical Fire Safety. So £1million has been built in to both the budget and the plan for TFS.
- 7.5 RH stated the table on page 7 shows employment costs falling in 21/22, GM stated that this is due to some of the day crewed changes. RH also stated that net expenditure goes down by £1.2million and in 23/24 still expecting net expenditure to be less than in 20/21 and gross expenditure is still less than next year in 22/23. GM stated that this is based on need to achieve the savings of £4.3million. RH stated it needs to show figures as a savings requirement here so Net Expenditure, Gross Expenditure, Savings Requirement and Funding Projections. KE confirmed they'll add a line in to show that and add it back into the separate categories. RH also stated that is says contribution to and from reserves as a source of funding when it isn't, so that needs to be part of the deficit calculation, a deficit to be funded by reserves. RH asked that with the amendments agreed KE spends time with RH to show it's been changed.

Action: 37/19

GM to add a line in the table to show figures as a savings requirement so Net Expenditure, Gross Expenditure, Savings Requirement and Funding Projections and add it back into the separate categories and KE to spend time with RH to show it's been actioned.

8 Draft Budget 2020/2021

- 8.1 GM explained that the document has previously been through the SLT and the Reserves table has been adjusted which includes investment of £500,000 for TFS for 20/21.
- 8.2 Capital table on page 14 GM will include under Projects, Information Technology Capital Budget 20/21 £1.9million which includes the £500,000 Capital expenditure for TFS. RH has requested an extra line on the table to show that.
- 8.3 GM noted the latest indications are that provisional local government funding settlement for 20/21 will be announced in December 19 and the proposal is that any variation between the provisional settlement and amount assumed in this draft budget paper will be treated as an adjustment through reserves.
- 8.4 RH confirmed that he is in agreement of the recommendation of a precept increase of 1.99% which is equivalent to £1.44 a year.
- 8.5 KE confirmed that the next preparation point in regard to the Draft Budget is for the Police, Fire and Crime Panel to sign off, however it will be brought to the Extraordinary Strategic Board Meeting on the 3rd of January in case of any changes after the election. RH agreed recommendations 1A, B, C and D subject to details of the local government financial settlement for 2020/2021 which will be considered as soon as it's published.

9 Pay Policy Statement

- 9.1 KE stated that there's not a lot of change to the previous year, and it's presented at the Strategic Board and it needs to be published.
- 9.2 RH stated that it's not all uniformed staff that NJC agrees its Grey Book staff so that needs to be changed to; national pay award recommended for Grey Book managers for the 1st January. Final decision on Gold Book staff pay increases sits with RH.

10 Phase 1 Grenfell Report

- 10.1 MB took the Board through the report and gave assurances to RH that the Service will be working through the proposals and recommendations and putting together an action plan which will be brought to the P&R Board in January 2020. RH noted that the SLT paper was brought to the Strategic Board for assurances.

Action: 38/19

MB to formalise the Action Plan around the Grenfell Report and bring to the P&R Board in January 2020

11 Protection Strategy 2020-2024

- 11.1 Defer and bring back to Strategic Board in March 2020 as it's still in draft form.

12 Forward Plan

- 12.1 JTh took the Board through the Forward Plan as follows; Extraordinary Strategic Board meeting 3rd January with Budget and EFA Trading and Operational Training Strategy on the agenda. 13th March 2020 Strategic Board meeting has IRMP, Annual Plan, Annual Workforce Report, Collaboration, People Strategy, Asset Strategy Development, Risk Policy and Strategy, Culture Change Strategy, Protection and Prevention Strategy on the agenda. RH stated that Collaboration should be Collaboration (including Estates & Fleet Collaboration) RHy stated that the full business case will need to be discussed at the Governance Collaboration Board before coming to Strategic Board, JTh will put on the forward plan for June 2020.
- 12.2 DB stated that the Strategic Risk Register should be signed off by RH on a yearly basis which RH agreed. DB explained that it's an easier report to feedback on now and suggested that it's brought to P&R monthly so RH is sighted on it.

13 Any Other Business

- 13.1 JTh stated that the RSM audit on governance raised that papers aren't being sent out in time for the P&R Board and Strategic Board and they are often papers for SLT meetings without being updated. DB will speak to SLT and address the issue.

Action: 39/19

DB to speak to the SLT in regard to papers coming across to all meetings by deadlines and to ensure they have the relevant meeting title and information has also been updated.

- 13.2 DB asked if the Change Programme Action Plan is useful to come to P&R in February or the next Strategic Board in March. It was agreed that it will be presented at the next Strategic Board meeting in March 2020.

NB: Need to extend the time of March's Strategic Board Meeting as it's a large agenda

There being no other business, the meeting closed at 15.50pm.