



MINUTES

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

31 January 2020, 1000am to 1300pm, GF01, Kelvedon Park

Present:

Roger Hirst (RH)	Police, Fire Crime Commissioner (Chair)
Pippa Brent-Isherwood (PBI)	Chief Executive, PFCC
Karl Edwards (KE)	Director of Corporate Services, ECFRS
Moira Bruin (MB)	Director of Operations, ECFRS
Dave Bill (DB)	Director of Innovation, Risk and Future Development, ECFRS
Neil Cross (NC)	Finance Director & Section 151 Officer, ECFRS
Colette Black (CB)	Ass CEO, People, Values & Culture, ECFRS
Leanne Little (LL)	Performance Analyst, ECFRS
Jo Thornicroft (JTh)	Head of Performance and Scrutiny (Fire), PFCC's office
Claire Putnam (CP)	Board Support Officer, PFCC's Office (minutes)

Apologies

Jane Gardner (JG)	Deputy Police, Fire, Crime Commissioner
Rick Hylton (RH)	Deputy Chief Fire Officer, ECFRS

1 Welcome and apologies

RH welcomed all to the meeting and noted that apologies had been received from JG and RH. There were no other apologies.

2 Minutes of the last meeting

There being no amendments the minutes of the previous meeting of 18 December 2019 were approved and there were no matters arising.

3 Action Log

40/19 New Date of January 2020 proposed – remains open
43/19 Going back to full budget rather than condensed. JTh to go through with NC what's required – remain open
44/19 Going back to full budget rather than condensed. JTh to go through with NC what's required – remain open
45/19 Going back to full budget rather than condensed. JTh to go through with NC what's required – remain open
49/19 Letter of assurance from NFCC Protection Board in regard to Existing Risk – Cladding High Rise residential building and student accommodation. Close this action.

There followed a lengthy discussion in regard to feedback from the Grenfell Stage One Enquiry and the expectation that the cladding on the buildings will need to be changed. RH is not convinced that the owners of these buildings are aware of the fact that if they do not have an action plan in place to change their building then the

Service can and will enforce. RH wants a list of all student accommodation at risk in Essex, accompanied with the action plan for each by April's P&R Board.

Action: 01/20

MB to bring to April's P&R meeting a list of student accommodation at risk with an action plan attached for each building.

50/19 Technical Fire Safety Action Plan. MB and KE to put together a business plan and present to RH in February 2020 – remain open

4 Budget Review December 2019

- 4.1 NC took the Board through the paper and highlighted the following; the Service is £1.9million below budgeted numbers and £700,000 of that is driven by staff costs and the vacancy factor, also £300,000 better on non-pay split through IT and professional fees and £400,000 better on income.
- 4.2 NC updated on the forecast for Business as Usual shows a deficit of £75,000 and additional resources requested by Budget Holders forecast of £800,000 which will be funded from earmarked reserves. £400,000 is on Operational Training and ICT deliverables and On-Call Programme.
- 4.3 £900,000 for Operational Training is on track, however there's a drop in BAU Training that's helped fund part of that programme. NC confirmed that money is being spent but it's about £200,000 behind. RH stated that given money has specifically been put aside for this and the Service knows it's behind on BAU Training, it's a concern. The money needs to be spent on BAU Training.
- 4.4 KE confirmed that the training budget around On-Call in the 2 hours a night, looking to uplift to a third hour additional training and possibly a fourth, which is projected to be £500,000 year increased cost. RH stated that in total the Service has put aside £1.4million of reserves to spend this year on areas they needed to invest in, which was training, on-call recruitment and IT spend. Of the £1.4million only £800,000 has been spent, so £600,000 that the Service knew they needed to invest has not been spent. NC confirmed that some of that training is being funded by BAU, so looking to spend some of that money but not from reserves. RH asked why money isn't being spent on BAU Training. NC will speak to CB and report back to the next P&R Board.

Action: 02/20

NC to speak to CB to find out why money hasn't been spent on BAU Training.

- 4.5 RH stated in regard to the reports going forward when the Service has specifically said in the budget papers and council tax leaflets that we intend to spend this money, it needs to be shown in these meetings the areas of focus and where we are, where we are being etc. RH also stated that the Forecast Additional Resource from Reserves table, it isn't split how it's split in the budget so it needs to be replicated to look the same, would rather see investment lines and then a bottom line saying this comes from reserves. NC and JTh confirmed they will be picking this up.

Action: 03/20

NC & JTh to look into the Forecast Additional Resource from Reserves table to ensure that it's split out as it's split out in the budget paper and to include investment lines and then a bottom line saying this comes from reserves. Also need to ensure that the report that comes to P&R reflects the areas of focus set out in budget papers and council tax leaflets giving an update as to where the Service is, where it's behind etc.

- 4.6 NC stated that in terms of Capital, the budget for the year is £5.5million and as at December 2019 its £2.2million so coming in under budget at the moment. RH said need to look at and focus on what the Service is not doing as it says what has been spent but doesn't say what hasn't been spent. JTh agreed that there needs to be more narrative around the figures.
- 4.7 KE stated that he's working with NC to put together a Capital Management Programme Board to ensure there's better oversight of capital expenditure, forecasting and justification.
- 4.8 RH stated that need to ensure that reporting is correct, as rider numbers for December 2019 stated 0 for Clacton when there are in fact 2.
- 4.9 KE stated that the Service are looking at a trial of changing contracted hours from 90 hours to 40 hours to increase availability. RH is supportive of this trial.
- 4.10 RH asked in regard to Government Grants under operational income the Service is £314,000 better off, do the Service know why? NC confirmed he'll look into it and report back at the next P&R Board.

Action: 04/20

NC to look into the £314,000 figure under Operational Income – Government Grants

5 Performance Report December 2019

- 5.1 LL took the Board through the report and highlighted the following; from January to December 2019, ECFRS attended over 15,000 incidents of which nearly 6,000 were false alarms. Total number of incidents in December 2019 was less than the previous month and December 2018. The Service is close to the target for first attendance to potentially life threatening incidents which is an improvement on previous month and previous year. Pumping appliance availability targets for whole time and on-call were not met.
- 5.2 LL highlighted that there were 3 reported personal data breaches in December however they did not meet the stipulated threshold to inform the Information Commissioner's Office. RH stated that it's not the Service's decision to make in regard to what gets reported to the ICO. A brief discussion followed and it was decided that the Service would look into a more formal assessment around reporting personal data breaches to the ICO.

Action: 05/20

MB & KE to look into a more formal assessment around reporting personal data breaches to the ICO

- 5.3 There was a decrease in the number of enquiries received at the Information Centre and consequently visits undertaken in December 2019. This trend can also be attributed to annual leave of ECFRS staff over Christmas.
- 5.4 There was an increase in the number of Home Safety visits conducted by stations in December and this number is expected to increase in the New Year as stations complete relevant training and visits are allocated.
- 5.5 RH stated in regard to the Total Pump Appliance Availability table, would be interesting to see comparable data for previous year.

- 5.6 JTh asked in regard to Health & Safety, Control Measure Failures, there were 13 reported in December mostly from control regarding staffing numbers, is there more information in regard to this. LL will look into it and update JTh.
- 5.7 JTh stated that in regard to the Focus areas on the report when will we start to see a change? KE confirmed that it's a work in progress in regard to benchmarking of data and showing what's "good". Working with the team to set targets which will probably be national averages. KE highlighted that sickness is high for the Service and is probably the 2nd or 3rd highest FRS. Challenge is around data capture and data distribution so looking at data management and moving towards a data warehouse. Completion of return to work interviews are also not happening or not being recorded correctly and welfare calls whilst off sick aren't happening. JTh stated that there is a Deep Dive around this subject due April/May so will look to bring this forward.

Action: 06/20

JTh and KE to liaise to bring the Deep Dive around Absenteeism forward.

- 5.8 JTh asked in regard to Mandatory Training, what is the process as completion of mandatory training items is extremely low. KE confirmed that there are 4 modules to complete; Safeguarding, Prevent (around terrorism), GDPR and Governance and employees have to have completed all 4 modules to have registered as complete. KE would rather report the breakdown of compliance against each module. There is a push across the Service to get the compliance rate up.

6. HMICFRS

- 6.1 No updates to report.

7 Risk & Governance Programme

- 7.1 RH stated that this should be the Risk Management Programme not Governance.
- 7.2 KE stated that there are 2 risks being reviewed to ensure the Service is delivering against the control measures.
- 7.3 JTh stated as there is work still ongoing, keep it on a 3 month review.

8. Single Tender Actions

- 8.1 KE stated that he and NC were aware that following the audit committee concerns were raised around the number of single tender actions so they have looked at the approach going forward so they can be reduced, and if any do arise, want to ensure they have the correct justification and evidence attached to them.
- 8.2 NC confirmed that the existing rules are complex, so a small deck was pulled together that's initially been presented at SLT as a refresher to the rules which will be rolled out to some parts of the organisation.
- 8.3 Looking to gain more engagement across the procurement process and to set a single source justification form in the event that a single tender is raised which includes an approval process. NC stated that this will be reviewed on a monthly basis.
- 8.4 RH acknowledges this however he would like stronger wording around the rules. Also need to bring everything together on a contract management register so everything is centralised. NC agrees and this is being worked on.

9. Protection Improvement Plan – quarterly update

- 9.1 MB updated the Board in regard to progress made to date against the action plan developed in response to the HMICFRS inspection. The capacity succession piece around the people function and the data systems the Service are using are 2 areas of focus but they aren't quick fixes. However, the transactional areas are moving at pace and will be completed within timescales.
- 9.2 JTh asked if it's still the intention to bring a business case to P&R in regard to the CRM system and MB confirmed that it is. KE stated that at the moment they're looking at how the current system will be shut down and the exit strategy whilst maintaining a business as usual stance. Then will be working out what the new solution is going to be, specifically for data capture around risk management.
- 9.3 RH asked in relation to the next quarterly update, what level of completion of the action plan are the Service expecting. MB confirmed that Action Point 1 is expected to be completed by the end of May. Action Point 2 is expected by the summer. Action Point 3 is being implemented now and full completion will be by the end of September. Action Point 4 is completed.

10. Update on Pension Arrangement

- 10.1 RH stated that the question that arose from the meeting on 18th December was, how many people are affected by the interim solution. KE confirmed that there is ongoing work to establish how many people are affected and he will update RH outside of this Board

Action: 07/20

KE to establish the number of people affected by the pension interim solution and update RH outside of the P&R Board

- 10.2 RH stated that he wants to understand fully how the Service manages the pension system. Do ECC manage all aspects of the scheme, KE confirmed that they do and James oversees the programme. RH stated that as ECC and James are not decision makers, what decisions are anticipated around pensions. RH would like for the next P&R, a paper on how it all works. KE suggested a meeting with David Goulding, James and RH to discuss the pension scheme, then a paper can be prepared.

CB joined the meeting at 11.42am

Action: 08/20

KE to arrange a meeting between himself, RH, David Goulding and James around understanding how the Services pension scheme works. After the meeting between KE, RH, David Goulding and James has taken place around understanding the Services pension scheme, KE to put a paper together for RH on how the scheme works.

11. Balance Sheet and Reserves Review - timelines

- 11.1 Not discussed at this meeting.

12. Training Quality Assurance & Feedback

- 12.1 Following an action from the Strategic Meeting in December, CB presented an update regarding the Service's Quality Assurance reports from internal and external processes and provided feedback from the Core Skills Assurance Programme Phase 1

- 12.2 CB confirmed that the Quality Assurance Framework is in place for both internal and external, and the reason for both is because the Service is a Skills for Justice accredited centre.
- 12.3 CB stated that feedback is gained via survey monkey but responses are low at a rate of 20% for month 1 and month 3 follow ups.
- 12.4 RH asked where CB thinks the Service is in regard to Quality Assurance. CB confirmed that the process is exactly where it should be however the framework needs to now be taken to the next phase. Also need to continue to audit the feedback received to ensure it's acted on and the learner sees the difference.
- 12.5 CB confirmed that Core Skills Phase 1 is now completed and 3 pilot sessions for Phase 2 also completed ready for the full programme starting in February.
- 12.6 Instructors were asked to provide feedback to Watch Management after the session and out of 96 sessions only 65 responses were received, RH asked why 96 responses weren't received. CB confirmed that the initial 10 sessions that were held in July responses weren't asked for and then there were discussions with trainers about providing feedback and some weren't comfortable giving their view based on their professional experience. That's all been ironed out now which has given the Service the 65 responses. MB stated that this process has positively driven a shift in ownership.
- 12.7 CB confirmed that the 3 pilots sessions garnered engagement from the FBU, however FRSA weren't able to attend even though alternative dates, including evenings and weekends were offered. CB has met with Tristian who is the National Representative for FRSA, and she has relayed her concerns, so he will be liaising with the local FRSA's and is considering spending time with the Service.
- 12.8 RH raised the following concern from Unison; the Service are using subject matter experts in certain areas and are using those experts to train others. Those experts know their subject matter, but they do not know how to handle a hostile crowd. CB confirmed that there are 2 courses, Train the Trainer and Conflict Resolution, that have to be completed at Level 3 to enable the experts to provide training to others. PBI stated that Unison was also concerned about lack of support from Station Managers and culture in some stations. CB will speak to Unison.

Action: 10/20

CB to speak to Unison about more training, getting level 3 trainers in to provide CPD training and to understand any other concerns they may have.

CB left the meeting at 12.04pm

LL left the meeting at 12.07pm

13. On-call Conversion Cashable Benefits

- 13.1 RH wanted clarity on the paper presented so DB was asked to join.

DB joined the meeting at 12.10pm

- 13.2 There followed a brief discussion around the report whereby RH stated that he wanted further clarity around, on-call conversion completion, he was of the understanding that it would be completed July 2020 but KE assured that July 2020 was in relation specifically to the Dovercourt Harwich conversion and the remaining conversions remain planned to take place in 20/21. RH stated he felt he was not sighted on the day crewed conversion into 20/21 and KE agreed to ensure that he is

briefed on the current position. KE also agreed to check the budget to see if it is reflective of the conversion timetable, which he believed that it was.

Action: 11/20

KE to brief RH on current position of on-call conversion. KE will also check the budget to ensure it's reflective of the conversion timetable.

14. Forward Plan

- 14.1 JTh stated that a Protection and Improvement Plan update was due for February's P&R, however if all agreed it will move to a quarterly report. Board agreed.

15. Any Other Business

There being no further business, the meeting closed at 12.22pm