



MINUTES

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

30 April 2020, 1000am to 1300pm, Teleconference

Present:

Roger Hirst (RH)	Police, Fire Crime Commissioner (Chair)
Jane Gardner (JG)	Deputy Police, Fire and Crime Commissioner
Moira Bruin (MB)	Director of Operations ECFRS
Rick Hylton (RHyl)	Deputy Chief Fire Officer, ECFRS
Karl Edward (KE)	Director of Corporate Services, ECFRS
Neil Cross (NC)	Finance Director and Section 151 Officer, ECFRS
Lucy Clayton (LC)	Performance Analyst, ECFRS
Colette Black (CB)	Ass CEO, People, Values and Culture, ECFRS
Jo Thornicroft (JTh)	Head of Performance & Scrutiny (Fire), PFCC's Office
Claire Putnam (CP)	Board Support Officer, PFCC (Minutes)

Apologies:

Pippa Brent-Isherwood (PBI)	CEO, PFCC's Office
Dave Bill (DB)	Director of Innovation, Risk & Development, ECFRS
Leanne Little (LL)	Performance Analyst, ECFRS

1 Welcome and apologies

RH welcomed all to the meeting and noted that apologies had been received from PBI, DB and LL. There were no other apologies.

2 Minutes of the last meeting

In regard to Action 01/20 - the building that the Service has issues with has been evacuated in line with Covid-19 and all students have gone home, RHyl updated for clarity that the University Of Essex Southend Building had previously stated that all students had left however the Service were advised that the University has given the option to stay or leave and the building still housed some students. Around 150 remained out of 500.

RHyl stated that point 9.3 should read there's been recognition that the current 90% on-call availability target is not practically achievable for a number of stations.

Further to these amendments the minutes of the previous meeting of 31 March 2020 were approved.

There were no matters arising.

3 Action Log

01/20 Action Log - Review of Existing Risk, Cladding, High Rise Residential building and Student – Update 30 April: On Agenda so Action can close.

05/20 Performance Report December 2019 - MB and KE to look into a more formal assessment around reporting personal data breaches to the ICO – Paper due back in June 2020 so Action remains open.

13/20 Performance Report January 2020 – JTh to liaise with Donna Finch in regard to the risk that the Service are holding in relation to safeguarding and to include this information in the report going forward. JTh explained the requirements to Jim Palmer and this should be reflected in the April Performance Report. Action remains open. Update 30 April: Included in this Performance Report so Action can close.

16/20 Forward Plan – Securing Adequate Water Supply – JTh to remove this from the Forward Plan as it will be a Workshop instead. This was due to be workshopped in today's meeting but due to Covid-19 this will be now be delayed. Keep on Forward Plan pending new date. Update 30 April: This will be moved onto the Forward Plan for 6 month's time, so Action can close.

17/20 Budget Review – NC to update RH on the potential costs incurred around Covid-19 ahead of the next P&R Board. Update 30 April Action can close

18/20 Budget Review – NC to include a 1 year training history in the report for comparison. Update 30 April: This has been delayed until May so Action to remain open.

19/20 Performance Report February 2020 – RHy to ask the team to put together a timetable of expected delivery for training. Update 30 April: Item is on today's Agenda however there's no timeline included however, decision made after the update is that Action can close

20/20 Gender Pay Gap Report – KE will share the drafted response to the Gender Pay Gap Report with RH, JG and PBI. Update 30 April: KE stated that there's an update on today's Agenda and Nicki Hudson the Head of Inclusion and Diversity will join the meeting to give further updates before the paper is re-presented to the P&R Board. However, KE stated that to date there hadn't been any Comms related interest in this. Decision made after the update is that Action can close.

21/20 Revised Programme for Day Crewed Conversions – RHy will work with DB to ensure a detailed report will come to the Board on the progress of the conversions. Update 30 April: This item is on the Forward Plan so Action can close.

4 Forward Plan

- 4.1 JTh stated that Action 16/20 which was Securing Adequate Water Supply has been moved onto the Forward Plan.
- 4.2 JTh stated that in regard to The Annual Report and Fire & Rescue Statement the Service had hoped for much tighter timescales and after speaking to Tracy, it's being presented at the October Police, Fire and Crime Panel in October. So this item will be removed on the Forward Plan for P&R as it's on the Forward Plan for the strategic Meeting. RH and RHy agreed.
- 4.3 NC stated that the Draft Accounts is on the Forward Plan for the 29 May and wasn't sure whether they come to P&R or the Strategic Board so NC will clarify with JTh. RHy asked whether RH would like a standalone Agenda item to update each month on the Covid-19 funding RH agreed for a sub item under the Financial Plan update.

There followed a slight re-ordering of the Agenda to allow MB to present her items first.

5 Service Response to High Rise Cladding and Student Accommodation

- 5.1 MB confirmed that the Service has identified 3 premises occupied as student accommodation, which have cladding that is considered to be combustibile and the service has had engagement with the owners of all three sites. An Action Plan has been put together to manage that risk and a recent PEER review from the NFCC was supportive of the approach but added further recommendations to the Action Plan.
- 5.2 MB stated that the recommendations have already been processed and that the Service has contacted the Fire Safety Officer and the Estates Manager for each premises (27 April 2020) and are now awaiting their response but they are aware of the urgency.
- 5.3 MB stated that the Service need to get into a position where they're ready to take robust action where needed and so have sought legal advice from specialist lawyers around enforcement and having the cladding removed and understanding who the Service would be issuing that enforcement to. It's a complex area however early indications have shown that liability would sit with the Landlord, but MB confirmed that she's aware the Landlords don't share that view and neither do the Landlord's lawyers. Case Law across the country shows this to be the case too, although it is down to the individual terms of the lease agreement.
- 5.4 RH stated he's concerned with the approach of no action taken as a year from now the cladding will still be there and then that will trigger the enforcement. He also stated that ECFRS are the enforcement agency and there could potentially be a public safety issue along with a reputational issue and the only way to find out who is responsible for the buildings cladding is by writing to both parties saying the Service is taking legal action if the cladding isn't removed, you will then find out who is responsible.
- 5.5 RHy confirmed that in regard to the cladding it's HPL not ACM which is different to what was on Grenfell but the same at the Bolton fire. RHy also agrees with the way forward MB has suggested and wanted it noted that the Service has in place a full evacuation policy at all 3 buildings and numerous escape routes. There is also a waking watch and response arrangements have been tested. RHy stated it would be a good idea to link into the Protection Board to ensure resourcing to fund this is secured.

Action: 22/20

MB to pull together and collate all professional advice the Service is receiving around the way forward with Clad buildings and to organise a meeting or workshop with the lawyers, professional advisors and the PFCC's office to look at and agree the next steps available

Action: 23/20

MB to link in with the Protection Board to ensure resourcing is available to deal with rectifying the issues and to also look at potentially setting up a separate part of the Protection team to take any initiatives forward

6. Home Safety Visits by Operational Crews

- 6.1 MB confirmed that as of 7 April 2020, 80% of all Stations, and 100% of all Whole Time Stations, completed the online Home Safety training to an extent where they were able to conduct visits. 8 or 9 on-call stations have not as yet taken up the training as on-call personal are slightly different as they can't be compelled. Any Watches or Stations outstanding will receive direct support from the Home Safety team and their Group Manager should they need it.

- 6.2 Since January 2020, 170 visits were allocated to station personnel, with 72 visits conducted in person (42%) and 40 resolved by other means. The remaining 58 allocated visits were taken back by the Home safety team when Covid-19 impacted the Service. However, the Service are looking at ways to support vulnerable individuals.
- 6.3 A process for ensuring that any visits conducted by Operational Personnel, whether self-generated or allocated by the Home Safety Information Team are captured and uploaded to CRM. However, MB stated that the Service are looking into a replacement system called CRIS (Community Risk Information System) which is going well and should be in place by June 2020.
- 6.4 The Service have representation at all Community Safety Partnerships (CSPs) by Station Managers or Group Managers dependant on the meeting type (Local Strategic Partnerships or Responsible Authorities Group). These groups meet on differing frequency with the strategic group having over sight of the CSP.
- 6.5 RH stated it remains a key point as to how the Service are identifying the vulnerable people and MB confirmed it's a work in progress and links with the Hubs will help to target more effectively and where the referrals between agencies will become more fluid to ensure no-one falls through the gaps.
- 6.6 RH asked in regard to the Community Safety Hubs, is it not the Station Managers who are engaging with the Hubs. MB confirmed it's the Community Builders who aren't station based personal but they are working at the stations to provide that link. MB stated there had been a dispute around Grey Book role map, which became challenging to place Grey Book personal into Hubs, which is the Community Builders are in that role.
- 6.7 JG stated in regard to Hub daily tasking and looking at preventative measures she can understand the role of the Community Builder, however, the Station Manager needs to understand the strategic nature of any issues and then identify the prevention role for FRS and take it back into the station to help deliver it. MB agreed and confirmed that this is a work in progress and will keep the Board updated.
- 6.8 RH stated that Colchester, Clacton, Chelmsford and Southend for example have made a huge difference to the level of community safety but there doesn't seem to be consistent feedback. It would be a good idea to ask Spencer Clark from the Chelmsford and Maldon Hub to present at the monthly Managers Briefing about how wonderful his Hub is to try and engage middle management on the process. RHy stated that Suzanne Harris had been tasked to complete a piece of work around CSP's and the effectiveness of them and there was a plan once the review had been completed to present to all Hubs on how it makes a difference in community safety levels and the roles of Community Builders.

Action: 24/20

MB will engage with Suzanne Harris and put together an Action Plan on the way forward.

MB left the meeting at 10.45am

7 Budget Review March 2020

- 7.1 NC took the Board through the report and explained the position on the income and expenditure at 31st March 2020 compared to the budget, may change in line with the final Year End adjustments.

- 7.2 NC stated that employment costs are £869K (1.5%) under budget for the 12 months to 31st March 2020, please be aware that there will be some late entries which will be processed as year-end adjustments.
- 7.3 NC stated non-pay costs overall have remained consistent at £500,000 below plan and the key thing to highlight is that there have been a few swings between various categories and also included in the numbers is provision for a historic PI claim for £180,000 from Essex County Council and is based on legal advice.
- 7.4 Operational income sits at £800,000 improvement compared to the original plan and Funding has seen a favourable move of £60,000 which was due to receiving some final funding. So, compared to the prior month there is £350,000 improvements to budget.
- 7.5 NC stated in regard to the Forecast the prior month showed the net pull on reserves of £300,000 however there are some improvements still to go through for March of £350,000 so potentially will be in a position showing a surplus for the year. NC confirmed there are measures in place to pre-empt some areas of forecasting and also year-end work will look at ear marked Reserves.
- 7.6 NC confirmed that Capital spend is £2.8million and there are a number of things that will need to potentially carry over to next year, IT and Fleet in particular and NC will update the Board in due course.
- 7.7 NC updated the Board in regard to Covid-19 and the additional costs incurred to the Service. Actual costs were £40,000, Commitments (PO's raised for outstanding PPE) were £534,000, Forecast costs were £125,000 which relates to secondary contracts for the 19 ambulance drivers from ECFRS which have been committed for 3 months so far. Estimated costs so far are £700,000 and the Service has received £290,000 in the Government's first tranche of funding which has left a deficit of £410,000 however the Service are awaiting an allocation of funds from the second tranche from the Government and it's been confirmed that Essex will be receiving a further £1.3million. This will leave ECFRS in a position where costs so far will be covered.
- 7.8 NC confirmed that the Service had also received business rates relief and Fire Fighters pension grant to aid cashflow.
- 7.9 RH stated it was positive that ECFRS have been allocated funding to help with Covid-19 impacts and now need to look at how it's spent. RHy explained that they will look at projecting forward what the costs will be in relation to the current crisis and if there's a surplus will look to purchase extra PPE and distribute it across the system. NC added that there has been a further contingency set up for £6million for any additional claims for the secondary contracts for Fire Fighters driving ambulances. NC will also touch base with the FFN to see what other FRS' are doing in regard to funding.
- 7.10 There followed a short discussion in regard to clarity around figures and reporting and NC stated that before the next budget it would be good to reflect what the Service is doing and to fully understand vacancy factors and BAU training etc and to look at expected underspends. RHy added that in regard to the underspend on staffing, the additional investment that the Service wanted in Group Trainers, On-Call Liaison Officers and additional trainers etc has already been met and has been achieved through the base budget as opposed to drawing on reserves.
- 7.11 RHy stated that under the staffing position it says that at the end of March the number of Whole-time Fire Fighters aged over 50 with more than 25 years' service

was 86, which shows the succession pressures the Service face and out of the 86, 21 have more than 30 years' service. KE confirmed that a Work Force Plan has been put together and shared across the Service which has seen feedback from a number of different areas which is helping to build the Plan. The Service are also looking at succession planning and focusing at the front end to develop Fire Fighters more quickly.

8. Performance Report March 2020

- 8.1 At the time of reporting, the total number of incidents is less than the previous month and in March 2019. However, once all incidents have been quality assured, the total number of incidents this month will surpass February's total. There was an increase in the number of fires and false alarms this month compared to February 2020, and less special services. The latter is probably due to fewer Road Traffic Collisions, as a result of the UK-wide lockdown. Both attendance targets were met and appliance availability also increased.
- 8.2 H&S issued two Safety Flashes; SF-11 about operational response where COVID-19 is suspected or confirmed, and SF-12 about station cleaning routines to reduce the risk of contamination on stations where multiple crews used facilities over 24 hours. H&S also produced a Model Risk Assessment (RA) for ECFRS response to a flu pandemic and 24 Site Specific RAs. There was an increase in the number of OSHEN reports related to Hazards, but a decrease for all other areas of H&S.
- 8.3 The People Dashboard this month highlights that HR will be correlating Civica sickness absence records with those maintained by CIT during the ongoing pandemic.
- 8.4 There were 66 referrals to ECFRS Safeguarding team during March 2020, 7 less than February 2020. There has been a decrease in the number of children safeguarding referrals over the last two months. There were 57 new safeguarding visits by Community Builders. As of mid-April, there were 19 cases that had been acknowledged by way of download receipt from ECFRS to Social, where work is underway and we are waiting updates on actions taken or closure reports.
- 8.5 There were 1,062 incidents in March 2020 which was lower than March 2019. 168 were Primary Fires, 149 were Secondary Fires and 69 Accidental Dwelling Fires which were all lower than previous month and previous year for the same month. There was also 1 casualty from an ADF. March also saw a decrease in Special Service incidents, 123 less than February 2020 and 80 less than March 2019 and there were 11 days where the Service didn't receive any Road Traffic Collision calls.
- 8.6 Target for attendance times was exceeded for March at 9 minutes 23 seconds, which was lower than last year month and lower than same period last year. 26 of the 50 stations met the target of 90% of calls within 15 minutes.
- 8.7 Wholetime Pump Availability was at 97.8% and 8 of the Wholetime and Day Crew stations met the appliance availability target of 98%. 11 of the 16 stations increased their availability from February to March 2020, and the remaining stations decreased their availability. On-Call Pump Availability was at 79.9% and 16 of the 37 on-call pumping appliances met the availability target of 90%. 26 of the pumping appliances increased their availability from February to March 2020, this includes two appliances increasing their availability by over 20%. RH stated that the Service need to look at targeting more specifically 2nd pump stations individually.
- 8.8 There were 9 accidents, 9 hazards, 1 near miss, 1 attack on a firefighter (which included missiles being thrown at crews), 4 RTC's involving ECFRS vehicles, 10 control measure failures and 1 RIDDOR reported.

- 8.9 There was an overall drop of 4.8 fte and there were 9 fte agency workers which has helped to keep Support in excess of budget by 14.1 fte. The rolling turnover has increased for the first time since July 2019 as a consequence of increased Whole-time and On-call turnover. There's been a drop in sickness however there are 2 streams of sickness reporting mechanisms due to Covid-19.
- 8.10 KE stated in regard to On-call unpaid special leave accounted for by 4 reduced rate Fire Fighters this is effectively On-call Fire Fighters who have converted through to Whole-time and want to maintain their On-call contracts but they're reducing their On-call availability and taking unpaid special leave to maintain their On-call positions whilst they train and become Whole-time.
- 8.11 It is important to note, that whilst the number of home safety visits conducted in March have remained similar to February, they are likely to decrease in the future, as ECFRS made a difficult strategic decision to reduce the number of visits undertaken during the COVID-19 period. The Service have already seen a reduction in the number of visits conducted by operational personnel this month. This reflects a decision to stop operational personnel conducting visits due the risk of COVID-19 and need to protect the operational capabilities. In regard to the Rural and Urban classifications, LC stated they were going to look at population breakdown so it's a balanced view. RH asked if there is a plan to catch up on visits when lockdown has ended and KE confirmed they are working on a Recovery Plan across the Service which will be brought to the next P&R meeting for oversight and assurance. KE also stated that he has terms of reference to form a Recovery Group that will enable the Service to track and monitor all activities when restrictions start to lift which can be brought as an update at future P&R meetings. KE and JTh will liaise to get this onto the Forward Plan.
- 8.12 RHy stated in regard to the National Prevention role the Service plays, challenges around re-instigating Home Safety checks and the public being fearful of people coming into their homes there will be an additional pressure on PPE that everyone needs to be aware of. Also, RHy feels that with the shielding work that has happened around Covid-19, there's a national data set and the model that has been put forward for shielding can be adapted for Home Safety visits going forward. RH agreed on RHy's insight.

LC left the meeting at 11.48am

9. HMICFRS Discovery Week

- 9.1 RHy stated that the reinspection around Fire Protection is scheduled for August 2020 and at present will still be going ahead.

10. Risk Register Changes

- 10.1 KE confirmed that the changes have been through SLT and are as follows; There is a new risk that due to the outbreak of a contagious virus, such as the current COVID 19 and wider pandemics, we will be unable to provide business as usual services and may struggle to fulfil our obligations under the Civil Contingencies Act 2004
- 10.2 KE confirmed that SRR150015 has been removed from the Risk Register as the IRMP has now been completed.
- 10.3 Out of the 18 risks, 12 of them have been updated to reference Covid-19 and impacted risks.

- 10.4 RH asked in regard to SRR150003 Recovery sub-group of COVID CIT to provide an impact analysis of project and programme work, and where possible reprogrammed work, or continue with it, a report to be submitted to the PFCC, is that what KE was discussing under the Performance Report in regard to forming the Recovery Group and getting it onto the Forward Plan? KE confirmed it was.

11. Single Tender Actions (by exception)

- 11.1 NC stated that there is a nil return for March, however there was £16,000 for the renewal of the Experian Mosaic license in February which is used to identify the demographics of home safety visits where there have been incidents.

12. Protection Improvement Plan

- 12.1 RHy assured the Board that the Strategy & Risk based Implementation Plan will be brought to the next P&R Board meeting in May and then will come to the Strategic Board Meeting for sign off in June.

13. Annual Plan

- 13.1 RHy stated that the Annual Plan links to the Fire & Rescue Plan and two thirds of what the Service set out to do has been completed and there are learnings to take on board in regard to the overruns.
- 13.2 New Annual Plan for 2020/21 which will include a lot of activity from the People Strategy, the Cultural work, the Inspection work and importantly the IRMP.
- 13.3 Some changes have already been made in regard to Covid-19 and RHy stated that the Plan needs tightening up as it's too generic at the moment. JG agreed that it needs to be more specific about what the Service is going to deliver and when.
- 13.4 RH stated that there's not a lot in the Plan around training, especially knowing that it's a key area that needs to be improved and money spent. Protection is mentioned in the Plan however it needs to be more closely defined. Delivery Against Local Business Cases needs to be stronger along with ICT. RHy agreed and will add detail ready for the Strategic Board in June 2020.
- 13.5 NC stated that MTFP work around the detail is happening with a workshop at SLT level. Also when project justifications are put together there will be a new simple business case tool which will highlight the potential savings that impact on the MTFP.

CB joined the meeting at 12.10pm

14. Operational Training Strategy Progress Review

- 14.1 As at March 2020 the project was being delivered on time and on budget. To date, particular delivery highlights include the following: Core Skills Assurance phase 1 programme is complete. 15% of our Core Skills Assurance phase 2 programme has been rolled out. The 1st cohort of 18 recruits that had their initial 8 weeks of the 15 week training programme at Fire Service College (FSC) all successfully passed out on 21st February 2020. The second cohort have begun training. A new Service Intranet A-Z library bringing all operational training products and information into one accessible space is now live. 602 operational personnel have received mandatory casualty care training since January 2019. Budget approval and planning works commenced for a SWAH rig at STC, doubling the capacity of the Orsett hot fire training facility and the complete refurbishment of all the Breathing Apparatus (BA) chambers

- 14.2 Projected spend Forecast for 2019/20 was just over £900,000 and actual spend was £665,000. The variance of £256,000 was predominantly a result of being able to move to a less expensive Casualty Care Training provider. The spend in Fire Service College around phasing and the draw down from the levy over a 2 year period shows the projections are accurate. The drawdown on reserves was less than anticipated as the business as usual spend has been less and the key variable has been around Leadership Development Training.
- 14.3 RH asked in regard to the £250,000 underspend in an area that the Service knows is a substantial area of improvement, what's being done. CB explained that this was around the Leadership Development Programme that should have launched in May/June 2019, but unfortunately the Service was uncomfortable with the service provider which meant they couldn't procure again for 12 months. In the meantime an interim programme was procured that should have commenced on the 23 April and where training can be delivered remotely that's what's happening amid the current crisis. The newly commissioned LDP is now scoped out and will be briefed to Managers in May and then will consult more widely with stakeholders and then hopefully rollout in the Autumn. RH confirmed that the LDP is key to the Cultural Change Programme and also needs to ensure it's in the Annual Plan, but good strides have been made.
- 14.4 CB stated that on 23 March 2020 a decision was made to suspend the delivery of operational training for a period of 6 weeks in order to mitigate risks presented by Covid-19 and the 6 week impact assessment showed the Service had a maximum tolerable disruption period of up to 3 months. The exception to this was the training of new recruits which is still being delivered, however, pass out parades won't be happening but will look to do something in the future. The Service are now looking at Recovery Planning and will bring this back to P&R with the findings.
- 14.5 CB confirmed that qualifications dates have been extended for up to 6 months for BA, Incident Command and Emergency Blue Light Driving and the Service are hoping the full 6 months won't be needed. Risk assessments have taken place for external partner work, the Incident Command work the Service does for Suffolk for example and the virtual Firearms Training for Essex Police. Investment has been made in an upgrade to the Hydra Suite which can be used more locally based.
- 14.6 RH stated that the Fire Training College has been closed inline with the guidance, which exposes the risk of using an external body. CB confirmed that the Fire Service College has an application into the Home Office to re-open as it's a training facility for essential workers and also the arrangements are robust in that the Service has been able to continue training in the Service Training Centre as the trainers are multi-disciplined in skillsets.
- 14.7 RH stated that giving people the 6 month extension in obtaining their qualifications can give the wrong message so need to ensure the messaging around this is correct. CB confirmed that people are normally given a date that they will be attending to renew their qualifications and as soon as the restrictions are over that will commence.

CB left the meeting at 12.25pm

15. Special Charges

- 15.1 NC stated the paper is exactly the same as done previously and the charge for inflation has been adjusted. After looking further into this NC stated that the Service doesn't do everything on the list so the paper will be fine-tuned and brought to The Strategic Board meeting in June with a decision sheet.

Nikki Hudson joined the meeting at 12.30pm

16. Gender Pay Gap Analysis

- 16.1 KE explained that after the last P&R questions were asked in regard to the gender gap detail, so Nikki and Martin have been working to establish what the underlying data is saying and why the gap is so big. There is more work to be done and a paper will be brought to the next P&R meeting for sign off.
- 16.2 NH stated that there are 25,000 rows of data that form the gender pay gap and it's a manual exercise completed on an Excel spreadsheet with information pulled from the payroll system. During this manual process the Service changed systems from SAP to Civica and it's been highlighted that fields were carried over to Civica that weren't in SAP and Whole-time salary payments were paid into On-Call personal which meant a lot of manual adjustments to correct anomalies. There were also changes in the number of allowances which will need further work.
- 16.3 NH stated that when all factors are taking into consideration this has had a huge impact on the gender pay gap and the driver has mostly been the inaccuracy in on-call data and the way it has to be calculated differently because there aren't set hours. So, you have to take a 12 week period and average that out. There's still work to be done on a national platform to ensure that all Services are using the data in the same way including allowances.
- 16.4 NH confirmed that it's difficult to determine actual hours worked and after detailed conversations with payroll, in order to calculate things like sickness, a 12 week average is taken for each individual. NH will be examining how that information can be used to support what is trying to be achieved.
- 16.5 NH stated that overall there are 28 less woman in the upper quartile than last year which is a significant driver in why the Service is seeing the impact and there are 25 more men in the upper quartile. Looking at the upper middle quartile there is a reduction of 20 women, so overall in both quartiles there are 48 less women. NH doesn't think it's an entirely factual representation as it's driven by the way the On-call data is being calculated and there's no logic.
- 16.6 KE stated that because of the complexity of the data and formulas used and the way in which it's all looked at and processed, he has asked a few other FRS's on how they generate their gender pay gap information to try and benchmark. Feedback received is that they've commissioned an external company to produce their gender pay gap analysis for them as it's a specialist field. RH confirmed that an external agency might be a good way forward. RH also suggested NH look at everything that's been paid to women including allowances and divide by how many women are in the Service and then the same calculation for the men. NC confirmed that the payroll team are working on some new reporting which will hopefully help with the calculations.
- 16.7 KE stated that there's more work to be done on the Gender Pay Gap analysis so would like to bring it back to P&R and will liaise with JTh to get it on the Forward Plan.

17. Any Other Business

There being no further business, the meeting closed at 12.48pm