

MINUTES

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

30 July 2020, 1000am to 1300pm, Teleconference

Present:

Jane Gardner (JG)	Deputy Police, Fire and Crime Commissioner (Chair)
Rick Hylton (RHy)	Deputy Chief Fire Officer, ECFRS
Karl Edwards (KE)	Director of Corporate Services, ECFRS
Moria Bruin (MB)	Director of Operations, ECFRS
Neil Cross (NC)	Finance Director and Section 151 Officer, ECFRS
Leanne Little (LL)	Performance Analyst, ECFRS
Colette Black (CB)	Ass CEO, People, Values and Culture, ECFRS
Janet Perry (JP)	Strategic Head of Performance & Resource, PFCC's Office
Jo Thornicroft (JTh)	Head of Performance & Scrutiny (Fire), PFCC's Office
Claire Putnam (CP)	Board Support Officer, PFCC (Minutes)

Apologies:

Roger Hirst (RH)	Police, Fire Crime Commissioner (Chair)
Pippa Brent-Isherwood (PBI)	Chief Executive & Monitoring Officer PFCC's Office

1 Welcome and apologies

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

2 Minutes of the last meeting

There being no amendments the minutes of the previous meeting of 29 June 2020 were approved.

There were no matters arising.

3 Action Log

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. Update 30 July 2020: JTh has received the spreadsheet and has asked Darren Horsman to look at the data breaches. KE stated that before Covid-19 it came up about ECFRS's processes of managing and responding to data breaches, which was included for assurance purposes so Action to remain open.

25/20 HMICFRS - MB to look into the HMICFRS re-inspection regime and bring an update to next P&R. Update 30 July 2020: RHy stated that the Service are still awaiting confirmation of dates which presently is 10 August. Tracy King is in discussions with HMICFRS at present about the exact date and RHy will let the Board know when it's confirmed. RHy thinks that they will want to be assured that JG

and RH are sighted on the Action Plan and the progress already made. RHy feels they will want a conversation with JG and RH which will be virtual and will be put in diaries when the Service know. JP asked how does the Service know that they've improved since the last inspection? RHy stated that the Action Plan shows where the Service is making progress. MB stated that there were two areas of concern one was around Culture and one was around Protection and Fire Safety and the Service were given a very clear steer as to where they needed to see improvement and so the Service put together an Action Plan over both those areas. Action to remain open.

26/20 & 29/20 Dispute Resolution Agreement Update - MB to speak with DB to ensure any agreements the Service haven't been able to fulfil are tracked. Update 30 July 2020: Paper on Agenda today so Action can close.

27/20 Protection Improvement Plan - JG to link JP into the Business Against Crime Board to enable him to give a presentation on RBIP. Update 30 July 2020: JG confirmed that both MB and Jim Palmer have been linked in to the next Business Against Crime meeting in October and there is an Agenda item for the RBIP. Action can close.

30/20 Budget Review including Covid-19 May – NC to look into reporting Government Grants separately. Update 30 July 2020: JTh confirmed they are now reported separately so Action can close.

31/20 Monthly Performance - MB will look into staffing levels for TFS and CFS and will share the information with JTh. Update 30 July 2020: JTh confirmed that the performance report has been amended, however the figures for this month are still showing that there is understaffing in both TFS and CFS. MB stated that for TFS there were firm plans to recruit to those vacancies and offers were accepted and then the applicants got better offers so back to the process will start again asap. CFS is down to a change in working arrangements in that department and the Service are looking at restructuring the department so don't want to recruit to those vacancies and then have to put staff at risk of redundancies. JTh and JG thanked MB for the update and the Action will close.

32/20 HMICFRS - Government Surge Funding paper to be included in the next P&R meeting. Update 30 July 2020: Paper is on this Agenda so Action can close.

33/20 Grenfell Phase II High Level Action Plan - JTh to programme Grenfell Phase II High Level Action Plan Quarterly Updates onto the Forward Plan. Update 30 July 2020: JTh confirmed that this has been done so Action can close.

34/20 Quarterly People Report - NQ to speak to KE about the removal of cause unknown or not specified as reason for absence. Update 30 July 2020: KE confirmed that this has been removed so Action can close.

RHy noted that on Agenda Item 8, it should have been the HMICFRS Improvement Plan and it appears an update on where the Service is with the HMICFRS process has been provided instead. RHy asked MB to circulate the Action Plan to members of the Board and RHy is happy to answer any questions colleagues may have. RHy asked CB to do the same for the Culture Action Plan.

Action: 35/20

MB to circulate the HMICFRS Action Plan and CB to circulate the Culture Action Plan to members of the Board.

4 Forward Plan

- 4.1 JTh confirmed the standing Agenda items as follows; Budget Review, Performance Report, Covid-19 Recovery Plan Update, HMICFRS Improvement Plan, Risk Register Changes (by exception) and Single Tender Actions (by exception).
- 4.2 JTh confirmed the substantive items are as follows; the Quarterly Reports, Annual Plan Quarterly Update, Training Cost Paper, Fire Protection Board Building Risk Review Programme Update and the Pension Board Annual Report. NC confirmed that the Training Cost Paper will be part of the Finance Report. RHy confirmed that the Building Risk Review on the Forward Plan is the same item as the Fire Protection Board Building Risk Review Programme Update.
- 4.3 JTh proposed the addition of the following items; Diversity and Inclusion Report as the PFCC's office is working on their own and would be good to see what the Service has. Public Sector Bodies Accessibility Regulations which have to be enforced by the 23 September 2020 and is something the PFCC's office is also working on. Update on the Absenteeism Deep Dive as there's been progress on some of the Actions. Also add the Collaboration Deep Dive Report. JP stated that it would be too late to include the Diversity and Inclusion Plan on the Forward Plan and asked if it was on the website to view? KE will send a link over to JP and JTh. JG asked if the inclusion of the Public Sector Bodies Accessibility Report was achievable and RHy stated it should be and asked JTh to send over the detail of what's needed then he will ask Emily to look into it.

Action: 36/20

KE to send JP and JTh a link over to the Service's Diversity and Inclusion Report and JTh to send RHy details of the Public Sector Bodies Accessibility Report.

5 Budget Review (inc Covid-19) June 2020

- 5.1 NC stated that the Income and Expenditure for the first quarter up to the end of June 2020 is £1million under budget in terms of expenditure and NC noted that the year to date costs include £800,000 which relates to various Covid-19 activities which has been offset against the government grant. Employment costs show £80,000 overspent but when you strip out Covid-19 costs the Service is under budget. Non-pay is significantly under budget also, travel costs are £110,000 under spent, £60,000 underspent in training, £200,000 under spent in property, £100,000 underspent in fleet, activity in Home Safety & Community Safety visits have also been on hold and £100,000 underspent in legal fees.
- 5.2 Under Gross Expenditure and other costs it shows the Service are £220,000 underspent which isn't 50% of the total so NC will ensure this is amended going forward.
- 5.3 Comparison to last year in terms of year to date costs vs year to date actuals from the prior year (stripping out the Covid-19 figures) employment costs were £300,000 overspent which is driven by headcount for whole time Fire Fighters. Non-pay is £500,000 underspent and this is around travel and community home visits etc. In regard to funding the Service is £350,000 which is due to the precept put in place for Council Tax. Net position is the Service is £500,000 better off than 2019 however NC stated the caveat to that is that the activities around Covid-19 has delayed some of the expenditure for 2020 so far.
- 5.4 NC stated that the table around Pensions has been slightly tweaked from previous reports which shows the different pension schemes and also now shows the number of whole time staff who met the age and Service criteria of the different schemes who

could take early retirement, 88 members as opposed to 87 members in May. The table also shows the members who have met the age and Service criteria of the different schemes who are eligible for normal retirement which is 34 members.

- 5.5 NC stated that there hasn't been much change around Covid-19 from the prior month. The Service received £1.7million grant income and actual costs, committed costs and forecast costs so far are £900,000 which leaves around £700,000 for recovery costs which will entail cleaning requirements at stations and Kelvedon Park. ECFRS are consistent amongst other FRS's.
- 5.6 In regard to Capital the budget sits at £1.8million and the forecast sits at £6.6million and year to date spend is £100,000 so there are some concerns around what the Service will be able to deliver this year. The areas that have already come out of the budget are appliances as by the time the Service are able to procure and deliver these it will be the next financial year so this spend will be re-profiled for next year. IT spend has been re-adjusted for the CRM system and £750,000 for workshops will also be removed. Works around Shoeburyness went to the last Capital Board and this is being re-profiled as £100,000 will be used in planned fees to get it ready for next year. The £6.6million forecast will reduce further and there is work ongoing within the Capital Board.
- 5.7 The Capital Finance Charge is consistently underspent which is quite significant and the budget has been coming down over the past few years as the Capital budget has been cut as the Service haven't been delivering on it. NC feels that this year will be the same. The impact on the Capital Finance charge in not spending the capital additions is £268,000 which works out to be ½% of the precept increase. NC wanted to stress that there is a lot of ongoing work around this area and when the budget setting process starts there will be a tightening around the budgets that are submitted.
- 5.8 MTFP work is ongoing and virements of just under £300,000 are being put through for areas where the budget will be reduced.
- 5.9 The Government spending review, there are budget submissions going through to the Treasury and reviews are taking place in September and October and outcomes are expected at the end of December where there'll be a 3 year spending agreement. As this will be in the middle of the budget setting process, NC stated that there will be some assumptions at the initial part of the budget process and then potential adjustments will be made after the outcome.
- 5.10 NC confirmed that the NJC has proposed a 2% conditional pay increase for Fire Fighters which has been budgeted for.
- 5.11 NC stated that in regard to Day Crewed Housing a paper was submitted to the Strategic Board for the approval of the sale of the housing and one additional property has been identified and there is a potential buyer in place. A decision sheet has been added to the original decision sheet and asked for this to be signed off as soon as possible. JG asked JTh to follow up on that decision sheet to ensure it's signed.

Action: 37/20

JTh to follow up on the Decision Sheet for Day Crewed Housing to ensure it's signed.

- 5.12 JP asked in regard to the 2% pay increase which will be effective from the 1st July 2020 if agreed, is there a reserve for this? NC confirmed that the increase is budgeted for and sits in Period 13 and won't appear in July's figures as yet and once announced the increase can be phased through.

- 5.13 JP asked NC to include more columns in the report in regard to the forecast and thinks it should sit alongside the year to date. NC confirmed that the quarterly report includes forecasts around the financials. JP stated that the forecast should be included monthly. JP asked as well for a short narrative to be included in the report. NC stated he will discuss with JP offline.

Action: 38/20

JP & NC to discuss offline including monthly forecasts alongside year to date in the report as well as including a short narrative around the financials.

- 5.14 JP stated in regard to the Covid-19 paper it's reported that committed costs and forecast costs so far are £900,000 which leaves around £700,000 and asked what the reduction was for. NC confirmed that the Service had received £1.7million grant funding and the total costs are £900,000 which leaves £700,000 to spend on recovery.
- 5.15 JTh stated that there's another amount of funding that's ring fenced and asked how that's displayed in the monthly report. NC confirmed that it's included on the balance sheet and not in the statement of income and expenditure and when the Service starts to employ the individuals and incur the costs this income will be fed through to offset those costs.
- 5.16 RHy wanted to draw attention to the Board the amount of people who are eligible to retire and stated that work is ongoing around succession planning and suggested that KE provide a presentation to the Board so they are sighted on the Service's plans.

Action: 39/20

KE to discuss with JTh scheduling in a presentation around succession planning for the employees who are eligible to retire.

RHy also stated that in principle the 2% pay increase has been set for Grey Book staff, however Green Book staff are looking to be awarded a 2.7% pay increase which is over the estimation so there will need to be some re-profiling.

JP asked if the % of staff retiring or due to retire could be included in the report and also the ratio of people who have taken up retirement. KE confirmed that those figures are included in the attrition planning in terms of age profiling the workforce so see who's coming up for retirement over the next 2 years and 5 years but will include the %. MB stated that the Service are in an unprecedented situation currently due to the effect of the recent Legal Pensions Remedy ruling which may prompt staff to make different decisions around retirement. KE will update JP on the ruling.

6. Performance Report June 2020

- 6.1 LL explained that the report has been refreshed and a Work Place Group has been set up, similar to Facebook, and this report will also be published there to generate discussions within the Service. The data and information is also being aligned to the Fire & Rescue Plan.
- 6.2 ECFRS attended more incidents in June 2020 than last month and June 2019. Although less than June 2017 and 2018. There was a large decrease in the number of ADFs. There was an increase in response time to potentially life threatening incidents. 89% of calls attended within 15 minutes. A decrease in total, wholetime & day crews and on-call availability this month, compared to May 2020. The number of secondary fires increased this month, higher than May 2020 and June 2019's figures.

- 6.3 There was 1 fatality in June that will be included in the quarterly report and 8 casualties 8 casualties from 6 ADFs. 4 of the ADFs were in multiple occupancy flats and the other 2 were in single occupancy houses. A safety system was present in 5 of 6 incidents, of which 4 raised an alarm. One incident involving cooking caused injury to 3 victims, 2 females. One female was aged 25 30 the other, 45 50. The male aged 35 40. Cooking was the source for two other ADFs. One victim was female aged 30 35 and the other was male aged 65 70. Combustible articles too close to heat source (or fire) and careless handling due to careless disposal were other sources of ADFs.
- 6.4 There has been an increase in the number of Special Services this month compared to May 2020. This can be attributed to the increase (by 9) in number of attendances to Road Traffic Collisions (RTCs) by ECFRS. Based on provisional data provided by Essex Police, as of 1 July, there were 50 Killed or Seriously Injured (KSI) collisions on Essex roads in June 2020.
- 6.5 The average response time to potentially life threatening incidents in June 2020 was 10 minutes and 8 seconds. This is slightly above the target. This is an increase of 57 seconds compared to previous month, where the average response to PLT incidents was 9 minutes and 11 seconds. However, it is an improvement on last June's average response time which was 10 minutes and 20 seconds. In June 2020, 89% of all calls (or incidents) were attended by an ECFRS appliance within 15 minutes. May 2019 and June 2020 had the same percentage, 89%, indicating consistent performance and close to the target.
- 6.6 June has seen an increase in the number of enquiries into the Home Safety Information Team and a consequent increase in the number of visits undertaken by Safe and Well Officers
- 6.7 There were 43 safeguarding referrals to ECFRS in June 2020 an increased of 5 compared to May 2020 and 122 referrals to date in Q1 2020/21. ECFRS are awaiting updates on 8 cases from social care.
- 6.8 JTh asked in regard to the individual stations and targets can the actual be included as well as whether the station met the target. For example Halstead missed their target but only just whereas Canvey missed their target by a lot more.

Action: 40/20

LL to include the actuals around individual stations achieving or missing their target.

- 6.9 JTh updated that the Fire Minister is looking at 8 indicators from the national dataset and asked how often do the Service supply that information and how often to the Service receive benchmarking. LL confirmed that ECFRS report to the Home Office on a quarterly basis but agrees with JTh about benchmarking.

Action: 41/20

JTh will share information from the Fire Minister with LL.

- 6.10 KE stated in regard to the HR Workforce section in the report, one of the things discussed at the deep dive for monitoring data around absence was that the Service were seen as having the worst absence as a % across all other FRS's. So now moved to working days lost to be aligned across other FRS's but there's still work to be done.

RHy left the meeting at 10.50am

- 6.11 JP asked in regard to days lost due to sickness absence does the Service know the percentage of days lost. KE confirmed that it's 6.4% including Covid-19 related absences and 4.8% non Covid-19 related. JP stated that anything above 3% is normally a concern and asked if that's the same for the Fire Service. KE stated that within FRS there isn't a national benchmark for absence percentage, and during the recent deep dive into absence management it was shown that there's a need to be more KPI driven around absence. JP asked if the percentage of days lost can be included in the report going forward.

Action: 42/20

KE/LL to include the percentage of days lost due to sickness absence in the report going forward.

- 6.12 JP wants to see a performance report that includes finance and understands it's not a quick task but the benefit of having them together is that it's a joint report and it's a good way of managing finance and performance jointly. NC stating that the Service is working on a system of reporting which is a huge amount of work and there's a long way to go but it is in hand. JG thinks it would be good for JP to share her experience with NC. KE stated that part of the longer term objectives is to pull together a member of NC's team and a member of KE's HR performance team who both work on these reports into a Data Performance team to ensure consistency of reporting.
- 6.13 JTh commented on the completion of mandatory training has increased significantly and asked KE what happens if people don't complete it. KE confirmed that at present there's very little performance management across the Service and haven't been KPI driven. So LL amongst others have been helping to set key identifiable targets as there haven't been any consequences for not completing it. There are some issues around the ELearning platform that are being addressed and the Service are looking at bring their own system in which will be more reliable and intuitive.
- 6.14 JG thanked LL, KE and team for a great report.

LL left the meeting at 11.11am

7 Covid-19 Recovery Plan Update

- 7.1 KE confirmed that since the pandemic started the Service have been focusing on Governance around reporting, especially as the county is moving into a recovery phase.
- 7.2 Returning to workplaces Managers Toolkit – This toolkit has been designed to assist managers to undertake the appropriate assessment of their individual staff members. It explores areas such as vulnerability, mental health, flexible working, shielding, etc and what arrangements may need to be put in place to either continue to support home working, return to an office environment or a combination of both. This will potentially be reviewed on the 1st September.
- 7.3 Rostering of Fire Fighters – This programme of work has been put in place to appropriately manage the risk of Track & Trace. As the risk of infection is decreasing the Service are now focusing on minimising the impact of Track & Trace, through ensuring that they only roster appliances of four and maintain the ability to crews specials. There will be situations where those who are required to crew a main appliance or a special, can in affect be utilised to focus on areas such as Risk Critical Training, Community Safety Activity etc. The Service have had their first positive case of Covid-19 and so Public Health Essex should make contact to start the process of track and trace which hasn't happened. So the Service have contacted PHE and have escalated it as an issue.

- 7.4 COVID Safe Workplaces – This area of work has been continuing with all ECFRS work sites now having achieved their Site Specific Risk Assessments (SSRA) and identified the required control measures to declare the site at COVID Safe. Currently 40 of 55 premises/stations are now declared as COVID Safe with the remainder of the sites being completed by the end of July.
- 7.5 Prevention & Protection – Whilst Prevention and Protection work has been taking place in a different and innovative way since lockdown, ECFRS is now focusing on how they move back to undertaking pre-COVID activities such as, Home Safety Visits, Interaction with Schools and other Community Safety events.
- 7.6 Works have been completed now at Kelvedon Park and a deep clean of the building will commence. So will now start to work on making it Covid Safe with directional signage and hand sanitising etc.
- 7.7 JG thanked KE and team for a very detailed report and appreciates the amount of work around ensuring colleagues are safe in returning to the workplace. JG also confirmed that the PFCC team will not be returning to Kelvedon Park until at least September when the schools re-open.

8. HMICFRS Improvement Plan

- 8.1 MB confirmed as previously discussed to send the updated plans round to the Board but can confirm that the Protection Improvement Plan has been delivered and all actions have been completed ready for the re-inspection on the 10th August 2020.
- 8.2 JG stated that the Service have come a long way in improving even before the inspection and since after.
- 8.3 KE stated that HMICFRS have announced that they will also be inspecting the Service around Covid-19 and ECFRS's response, recovery and grant spending. JG stated that she thinks the Service has a good narrative and JP stressed that the Service needs to ensure that all documents on the website are up to date and correct.
- 8.4 JP asked in regard to the reinspection around the Culture, how will the Service manage a "rogue" question from someone who's not happy. KE stated that JP's experience of CQC inspections is very similar to HMICFRS. They will complete their due diligence in speaking with the Service first and it will be aware of certain issues before they speak to anyone out in the stations. They will recognise that ECFRS are aware of situations and are working through them. HMICFRS raised on the last inspection recognition of historic culture and they did recognise that the Service was making good advances into a much more positive environment.
- 8.5 JTh stated that the Whistle Blowing Policy, The Pay Gap Policy and the Workforce Plan are all out of date on the website and this has been raised with RHy.
- 8.6 MB wanted to note that the Service have been acknowledged as having a very self-aware management team who are very aware of the issues on the ground.

Action: 43/20
JTh to forward all inspection reports to JP

9. Risk Register Changes (by exception)

- 9.1 No changes from last report.
- 9.2 KE stated risks are assessed on an ongoing basis.

10. Single Tender Actions (by exception)

- 10.1 None to report and NC requested that this be added to the back of the financial pack as opposed to a stand alone item on the agenda. JG agreed.

11. Health & Safety Annual Report

- 11.1 MB updated the Board on the report and outlined how the department is resourced, what they have achieved in the last year and a review of the objectives for next year.
- 11.2 ECFRS continues to show a strong health & safety culture and is well represented in terms of rep bodies safety reps and there is one representing every workplace.
- 11.3 The Service have seen a downward trend in accidents rates, injuries and RIDDOR reporting.
- 11.4 Health & Safety department have driven the national No Time To Lose campaign alongside the FBU which is around the fact of Fire Fighters having high rates of diagnosed cancer due to exposure to contaminants and substances. This campaign has driven some wide scale changes in PPE, facilities and working practices across the whole organisation.
- 11.5 The ESP safety system issues in new LGV vehicles have been worked through.
- 11.6 JG stated that for a very small team there's been an incredible amount of work ongoing especially through the current pandemic and would like the Boards thanks noted and fed back to the team.
- 11.7 MB added that she wants to replicate how the Fire and Rescue Plan Priorities were called out in the re-vamped Performance Report for the Health & Safety report.

Action: 44/20

MB will replicate how the Fire and Rescue Plan Priorities were called out in the re-vamped Performance Report for the Health and Safety report.

12. Business Continuity

- 12.1 Following the internal audit in November 2019 four actions were recommended to improve the assurance status from Partial Assurance to Reasonable or Substantial Assurance, these were; Business Continuity Plans, Testing of Plans, Scenario Planning and looking at partners business continuity plans that could affect the Service.
- 12.2 The Service now have really good Business Continuity Plan templates in place which covers all the areas the auditors picked up. A number of Tabletop exercises have been completed by the departments and the one major live exercise that will be taking place will be around ICT disaster recovery.
- 12.3 All department heads have been asked to review their individual business continuity plans to ensure there's focus on the potential of a second Covid-19 wave, planning around what a second wave might do and looking at how the Service would respond and react.
- 12.4 Auditors will be returning early March 2021 and the Service feel they will be in a stronger position to show the recommendations have been implemented and achieved.

- 12.5 JG stated that an incredible amount of work has been done in this area and please pass thanks on to Dave Bill and his team.

13. On-Call Liaison Project Evaluation Report

- 13.1 The On-Call Liaison Officer (OCLO) Pilot was initiated in June 2019 by the On-Call Development Programme to identify and initiate innovative ways of working with and supporting on-call employees and stations, improve workforce communication and engagement, support appliance availability and develop engagement with local communities and businesses. The was part of money approved by the Police, Fire and Crime Commissioner as part of investment into the On-call Development Programme.
- 13.2 The OCLO Liaison Team have become a well-established and highly valued part of the Service, as detailed/evidenced in the attached closure report. The OCLO Team have delivered against the following pilot objectives; Increase the number of on-call employees. Increase engagement with the on-call workforce. Improved retention. Improved appliance availability. Support business engagement. Improved communication channels, establishing the most effective ways. Support and improve public awareness and understanding and supported the On-Call Conversion Project.
- 13.3 KE stated that there's still work to do especially around FRSA colleagues but a lot of positive progress so far. As the pilot has been a success the Service has decided that a further 12 month FTC would be issued and will be funded by reserves.
- 13.4 JG thinks there's something the PFCC's office can do to help with supporting business engagement with the Chamber of Commerce and the Federation of Small Businesses and will have a think about how this could work.
- 13.5 JTh asked under the risks it states lateral moves between duty systems and so on-call employees wouldn't be able to apply for a permanent role. Does this mean on-call employees who are in the current roles? KE confirmed it was around how a on-call fire fighter can become a whole time fire fighter without having to complete a 14 week assessment programme and KE is working this through with CB.

CB joined the meeting at 11.56am

14. Learning & Development Strategy

- 14.1 CB updated the Board on the Leadership Development pillar of the Strategy and stated that there's a commitment to launching the leadership development framework which is based up the NFCC leadership framework and it's been agreed that there are two phases to this.
- 14.2 Specification on the 4 year framework plan has been completed, rep bodies have been consulted with and now going out to tender and will be in place by the Autumn.
- 14.3 It was agreed to run the Leadership Light sessions as webinars and in July there were 9 webinars with 72 attendees covering each of the areas of the framework. Feedback from the sessions has seen an average score of 3.9 (scoring from 0-5). 8 webinars are scheduled for August and will be covering Culture and Self Awareness.
- 14.4 JG stated the Service has come a long way in a short time around this area.
- 14.5 JTh asked where would it be reported in regard to potentially changing any of the offering. CB confirmed it would be in the monthly report.

- 14.6 JP asked if there was any Equality and Diversity training available within the Strategy. CB confirmed it was covered under the Core Learning Pathways and there is as a 3 year rolling programme. JP suggested to re-state it in the document so it's clear that there is training available.

Action: 45/20

CB will ensure that Equality and Diversity training is clearly highlighted in the document and will re-circulate

CB left the meeting at 12.07pm

15. Government Surge Funding

- 15.1 MB stated that this should have been called the Building Risk Review Programme but explained that following the Grenfell Tower fire in 2017, Central Government recognised the potential to provide additional support to Fire and Rescue Services (FRSs) for resourcing to ensure that they were able to effectively identify and manage the risks associated with High Rise buildings in their areas and 2 grants were awarded.
- 15.2 Received a grant from MHCLG Fire Protection Board for extra resource to carry out specific reviews of fire safety in high rise residential buildings over 18m in height and then received protection uplift funding from the Home Office to further target the cladding in high rise buildings and the fire safety measures. The 2 grants are in the region of £317,000.
- 15.3 MHCLG will expect that all high rise buildings will have been assessed, triaged and audited by December 2021. For Essex this means inspecting, triaging and potentially taking action against 182 in-scope buildings. It has been determined there is not the latent capacity to audit/inspect every building within that timeframe.
- 15.4 The report includes 2 Plans and the Service has decided to go with Plan A.
- 15.5 NC confirmed that he is working with MB around further work and financial implications so looking at putting money into reserves for this and NC will also discuss the reserves with RH. Also 4 new vehicles have been costed in and will hope to maximise the existing fleet to see if it can be done in a more cost effective way.
- 15.6 JP asked if the financial implications were a mix of Capital and Revenue and NC confirmed that if the Service end up buying brand new vehicles yes it will and the grant that's been received can be used for both. NC will discuss with JP offline.

Action: 46/20

JP & NC will discuss reserves offline ahead of NC's meeting with RH.

- 15.7 JG confirmed to proceed and asked JTh to check with PBI if a decision sheet is required.

Action: 47/20

JTh to check with PBI if a decision sheet is needed and will update MB

16. Dispute Resolution Tracker

- 16.1 KE updated the Board on the history of the Dispute Resolution and confirmed that many areas have been implemented and completed.

- 16.2 Service Control – included implementation of a new crewing system, including new rest facilities was delivered and assurances around working conditions/working with the FBU in changing any working conditions. All in place
- 16.3 Response arrangements – dealt with how 2020 Programme would be implemented (current outstanding action is the On-call conversions – monitored via the project and currently on the Strategic Risk Register), including station establishment levels and commitments to maintain crewing to certain levels, these are monitored at the FBU Joint Negotiation and Consultation Committee (JNCC). Rank to Role was implemented in line with the dispute resolution. Two individuals still have outstanding queries on this, however the principles in the dispute resolution have been adhered to.
- 16.4 In regard to duty systems and the commitment to current crewing arrangements, principles for Mixed Crewing and Additional Shift Working policies have subsequently been agreed with FBU but not FRSA.
- 16.5 Duty systems – commitment to current crewing arrangements. Principles for Mixed Crewing and Additional Shift Working policies (subsequently agreed with FBU: note; not Fire and Rescue Service Association). Movement of Prevention and Protection back on to watches – these are covered in the relevant Prevention and Protection strategies, and effectiveness on this going forward will be monitored via the performance reports. Training, various aspects which are reported within the operational training project. Day-duty officers fulfilling an operational commitment was implemented via the Day-duty Officers riding project – now closed. Day-crewed move to On-call still continues, but the elements within the dispute resolution have been continually monitored via the project board. Flexi-duty system – still maintaining current numbers with the table, this is subject to review and included within the Service’s annual plan. The flexi-duty system was reviewed and a decision for it to remain the same was made. New work routes will need to be updated following completion of the prevention, protection and response (being reviewed) strategies.
- 16.6 Terms and conditions – commitment to the Grey Book and assurances on negotiation. The JNCC was reviewed, and it was agreed that it was fit for purpose.
- 16.7 JTh asked if this should be updated on regularly and KE stated either quarterly or by exception. MB confirmed that in a prior meeting the Board had raised a concern as to whether the Service was on top of outstanding actions and this report was to give assurance and to show something that’s auditable which would close this. JG agreed.
- 16.8 JP stated that under Benefits, Risks and Implications, is this included on the risk register. KE confirmed that the Dispute Resolution is included as a strategic risk but will look into it. JP will speak with DB about the risk register.

Action: 48/20

KE to confirm that the Dispute Resolution is captured as a risk on the Risk Register and JP to meet with DB to discuss items on the Risk Register.

17. AOB

- 17.1 None to report

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