

MINUTES

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

1 September 2020, 1000am to 1200pm, Teleconference

Present:

Jane Gardner (JG)	Deputy Police, Fire and Crime Commissioner (Chair)
Pippa Brent-Isherwood (PBI)	Chief Executive & Monitoring Officer PFCC's Office
Karl Edwards (KE)	Director of Corporate Services, ECFRS
Moira Bruin (MB)	Director of Operations, ECFRS
Neil Cross (NC)	Finance Director and Section 151 Officer, ECFRS
Lucy Claydon (LC)	Performance Analyst, ECFRS
Janet Perry (JP)	Strategic Head of Performance & Resources, 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)
Rick Hylton (RHy)	Deputy Chief Fire Officer, ECFRS
Leanne Little (LL)	Performance Analyst, ECFRS

1 Welcome and apologies

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

2 Minutes of the last meeting

There being no amendments the minutes of the previous meeting of 30 July 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 1 September 2020: JTh highlighted that the PFCC would like to see the 2020 log so Dip Sampling can take place to understand that the breaches are being dealt with. JP raised if the cases are raised with the ICO where the Service think a breach is reportable. PBI stated that there is a helpful self-assessment tool on the ICO website and also the Joint Audit Committee (JAC) has requested an annual report from the Service on data breaches and the learning from those breaches. PBI also agrees with JTh's approach around Dip Sampling. JG suggested that this item should be a substantive item on the Agenda going forward. PBI also recommended that this report comes to P&R for scrutiny ahead of the JAC meeting. Action to move to the Forward Plan.

Action: 49/20

JTh to add Data Breaches 2020 Update to the Forward Plan as a substantive item

25/20 HMICFRS - MB to look into the HMICFRS re-inspection regime and bring an update to next P&R. Update 1 September 2020: Covid-19 re-inspection is due on 1st November 2020, however the action was to ensure the PFCC's office was well sighted prior to any HMICFRS meetings or interviews. Action to remain open.

35/20 MB to circulate the HMICFRS Action Plan and CB to circulate the Culture Action Plan to members of the Board. Update 1 September 2020: These have been received as they were included in June's papers. Action to close.

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. Update 1 September 2020: JTh has received an update from Colette Black who has advised that the Service meets the requirements as the information is included in the various People Strategies. JTh has asked CB to produce a paper for the next P&R which explains where all the elements are within the individual Service Plans. JTh has also requested that the objectives on the website are dated as they are reviewed every 4 years. PBI advised that the Service need to highlight on the website where the public can find that information. Action to remain open.

37/20 JTh to follow up on the Decision Sheet for Day Crewed Housing to ensure it's signed. Update 1 September 2020: JTh confirmed this has been signed. PBI confirmed that the general Decision Sheet has been signed, however there has been an additional one received for a specific property which has outstanding matters surrounding it that need to be resolved before it can be signed. Action to close.

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. Update 1 September 2020: Discussions have taken place. Action to close.

39/20 KE to discuss with JTh scheduling in a presentation around succession planning for the employees who are eligible to retire. Update 1 September 2020: On this Agenda. Action to close.

40/20 LL to include the actuals around individual stations achieving or missing their target. Update 1 September 2020: Information now included. Action to close.

41/20 JTh will share information from the Fire Minister with LL. Update 1 September 2020: JTh has shared information with LL and it's been agreed that the indicators that the Fire Minister is looking at will also be scrutinised at quarterly meetings. Action to close.

42/20 KE/LL to include the percentage of days lost due to sickness absence in the report going forward. Update 1 September 2020: JTh confirmed it's not in this report but LL has stated it will be in future reports. Action to remain open.

43/20 JTh to forward all inspection reports to JP. Update 1 September 2020: All reports have been sent to JP. Action to close.

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. Update 1 September 2020: JTh has put onto Forward Plan. Action to close.

45/20 CB will ensure that Equality and Diversity training is clearly highlighted in the document and will re-circulate. Update 1 September 2020: JTh confirmed this is now clearly highlighted. Action to close.

46/20 JP & NC will discuss reserves offline ahead of NC's meeting with RH. Update 1 September 2020: PBI explained that the constitution states that how all income is to be spent, including grants, is a matter for the Commissioner and once that decision is made it's for the Chief Financial Officer to ensure the grant is spent how it's been decided. PBI's suggestion is to raise a Decision Sheet in-line with what was discussed at the last P&R meeting. Discussion will still take place with NC, JP and RH around earmarked reserves asap. Action to remain open.

47/20 JTh to check with PBI if a decision sheet is needed and will update MB. Update 1 September 2020: PBI confirmed this does need a Decision Sheet. Action to remain open.

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. Update 1 September 2020: JP and DB haven't met as yet. Action to remain open.

4 Forward Plan

- 4.1 JTh confirmed the following standing items; Budget Review (incl. Covid-19 & STAs) – August 2020, Performance Report, Covid-19 Recovery Plan Update, HMICFRS Improvement Plans, Risk Register and Building Risk Review Update.
- 4.2 JTh confirmed the following substantive items; Q1 Performance Report, Grenfell Phase I High Level Action Plan Update and On-call Conversion Update (P&R 21/20).

5 Budget Review (inc Covid-19, STA's and Training) July 2020

- 5.1 Net Expenditure to July 2020 is £1.2m below budget. Costs to date include £885,000 relating to Covid-19 (£684,000 Premises & Equipment, £196,000 Salaries & £5,000 Support Costs) which were all unbudgeted. These costs are offset by the Covid-19 Grant funding, which is included within 'Specific Govt Grants Income.'
- 5.2 A Virement for the reduction in the full year budget of £294,000 full year (£98,000 for the period to 31 July 2020) has been approved relating to savings for the Medium Term Financial Plan. This is reflected within the budget number within the Income & Expenditure Statement.
- 5.3 £576,000 remains of the Covid-19 funding (34% of the grant received). £90,000 Additional Station Cleaning Costs & £48,000 Training Costs have been included with our cost projection. The Service have been advised that ECFRS could be affected by £1.7million as a result of Council Tax Collections in 2020-21. This will show up in the finalisation of the Collection fund next year.
- 5.4 Projected Capital Spend is £5.5million (Budget £8.2million). No New Appliances (£1.2million) will occur this year. Fleet Workshops (£0.75million) spend will not be incurred in the year. The focus will be on completing the business case this year. Improvement in Shoeburyness (£0.4million) moved to 2021-22. ICT & Training Facilities forecast to be updated for Sept 20 Meeting but further reductions expected. NC also confirmed that the Capital Board is developing and progressing well.

KE joined the meeting at 10.31am

- 5.5 NC highlighted that there have been three Single Source Justifications in the month:- £15,000 for Dunninghams which are specialist engineering welding works required for the fire behaviour containers at Weathersfield Training Centre. £9,000 for Civica which relates to additional (unplanned) system configuration on the CFRMIS Project and £7,000 for People Insights which was to ensure consistency in our employee survey process. JG asked if the Service will be putting the survey out to tender and NC confirmed that discussions have happened at SLT and it was agreed that for this year it would be a single tender action and for next year it will be reviewed to see whether the same level would be needed.
- 5.6 NC stated that the internal audit programme for 2019/20 is progressing well, and now Austin is on board there's clear visibility and actions are followed up in a more timely way and this will be reported on monthly to SLT. JG confirmed she liked it as you can see at any given time where the Service is, so would like it kept in the finance pack and wanted thanks relayed to Austin.
- 5.7 NC confirmed that the financial forecast will be included in October's finance pack and will have a 6 month actual and 6 month forecast report and NC also stated that he will be keeping a close eye on the council tax collections and will be liaising with Liz Helms in the PFCC's office.
- 5.8 NC stated that having the overview of the cost centres in the report is helpful and the Service are monitoring the cost centres but will start challenging budget holders and pushing back more going forward.

6. Performance Report July 2020

- 6.1 ECFRS attended at least 1,014 incidents in July 2020, of which 369 were fires, 358 were false alarms and 287 special service incidents. Total, wholetime & day crew and on on-call pumping appliance availability decreased this month.
- 6.2 Due to ongoing issues with the 4i mobilisation system, 344 incidents for July have not been transferred to the Incident Recording System (IRS), for completion by stations and thus quality assurance. This issue is also impacting the transfer of August's incidents. Jo Turton has updated RH on the ongoing issues and it's also on the Risk Register.
- 6.3 The Protection team had their busiest month since lockdown with 580 consultations and activities completed. July has seen an increase in the number of enquiries into the Home Safety Information Team and also the number of visits carried out by Safe and Well Officers (in suitable PPE). This is reflective of both a steady increase in community safety activities conducted by Community Safety Officers, and also growing public confidence in relation to COVID COVID-19 as the UK lifts lockdown restrictions.
- 6.4 There were 47 safeguarding referrals to ECFRS in July 2020, an increase of 4 compared to June 2020. No cases are waiting to be allocated to social care but ECFRS are awaiting updates from social care on 10 cases.
- 6.5 The total pumping appliance availability in July 2020 was 84.7%, a decrease from June 2020 where the availability was 87.2%. Wholetime & Day Crew pumping appliance availability in July 2020 was 97.4%, a decrease from June's availability which was 98.7%. July 2019's pumping appliance availability was 95.8%. On call (overall) pumping appliance availability in July 2020 was 81.2%, a decrease from June's availability which was 82.5%. July 2019's pumping appliance availability was 77.1%.

- 6.6 In regard to the workforce, the Service has seen a drop of 6 FTE's since June 2020 and support staff is under budget by 3.8 FTE's. On-Call turnover levels remain an area for attention and HR continue to work closely with the On-Call Development Team to identify trends and look at ways of improving retention.
- 6.7 There were 10 accidents on duty during July. 3 occurred at operational incidents, 3 at operational training, 2 on station premises, 1 was related to a member self-isolating with possible Covid-19 symptoms and 1 was a member of staff with a positive test result for Covid-19. There were 32 hazards reported in July. This high number was attributed to by one Station submitting 23 reports around concerns about the Covid-19 safe risk assessments and measures in place at the Station, the Station Manager and the local Safety Representative have given assurance that these issues have now been resolved. 2 other reports related to concerns over social distancing on appliances, 3 related to property, 1 to water rescue training, 1 to a family member with Covid-19 symptoms and 2 regarding out duties during the Covid-19 pandemic. There were 5 near miss reports in July of which 4 related to the Ramsdaq /4i mobilising system and 1 to lack on information re an incident, resulting in minimum crew being turned out.
- 6.8 JG asked when the Service expects to see a more consistent approach from stations in regard to Home Safety visits. MB confirmed the target date was 1 September so will be able to bring an update to the next meeting. KE commented that as the Service is continuing to operate a minimum rider level of 4 per appliance, once staff return from annual leave etc that will leave an additional resource to be able to complete Home Safety visits.
- 6.9 JG also asked how Community Builders link in with Station Managers in regard to tasking and MB confirmed that it's from the centralised team and back out to response staff through NC's management structure. The aim is to link into the Safety Hubs and the relevant Station Managers to ensure everything is aligned.

7 Covid-19 Recovery Plan Update

- 7.1 KE highlighted that all estates across the county have now been declared Covid-19 safe after H&S ensured site specific risk assessments which identified what changes needed to be made in each site.
- 7.2 The only building remaining is Kelvedon Park (KP) and work has started on making it Covid-19 safe however it is a complex building due to its size and the amount of people in a normal situation. Had to look at re-figuring desks, markings on the floor, Perspex screens in reception and the canteen. The canteen has also had to be moved around for single tables, introduced contactless payment and set up a track and trace system. Entry to the building has been changed as well. Re-introduction back to KP will be in about 3 or 4 weeks with only a third of the building's capacity to begin with.
- 7.3 KE confirmed that going into Winter if staff get coughs or colds there will be a need to keep that out of the office (KP) for everyone's wellbeing which will entail home working. Also, as part of the Health and Wellbeing Strategy the Service are introducing flu jabs (these are also available to the PFCC) from September via Boots (collect a voucher and book your slot at Boots).
- 7.4 KE confirmed that once KP is back up and running safely the Service will be moving from recovery mode back into business as usual as all departments have their road maps and they have declared how they are going to achieve it and have completed risk assessments. Dave Bill will be focusing on a Winter plan (second wave, extreme sickness that could deplete the Service etc) to ensure the Service is prepared for any eventuality and this will be brought to a future P&R meeting.

- 7.5 JG thanked KE and team for a highly detailed resource intensive piece of work and noted that PBI will be issuing a communication to this effect to the PFCC's office in regard to colds, coughs and home working coming in Winter and beyond. KE to end details to PBI.

8. HMICFRS Improvement Plan

- 8.1 Good progress being made against the protection improvement plan. The following provides a summary of the progress made within the reporting period; Development of Quality Assurance process. Sign off of Risk Based Inspection Programme (RBIP). Sign off of Strategy and implementation, however there has been some slippage on training of staff on CFRMIS system and User Assurance testing of CFRMIS system.
- 8.2 MB confirmed that the following sections of the protection improvement plan are still progressing; RBIP implementation, review of the Communications and Engagement Strategy, recruitment of new staffing with Technical Fire Safety (TFS), succession planning for TFS, implementation of new inspection regime and operational staff to commence Fire Safety visits.
- 8.3 JG stated the protection improvement plan shows very clear direction of where the Service is and will also be good to share with inspectors to show how far the Service has come.
- 8.4 Progress continues to be made with delivery of the Service's continued culture improvement plan and there are 6 areas of focus; Values and Behaviours, Recognition and Communication, Continuous Improvement, Developing Manager Self Awareness, Diversity and Strong and Effective Leadership.
- 8.5 MB confirmed that the Service is moving away from the old way of interviewing and is now focusing on value based interviews and KE is working with Arctic Shores in regard to this. Under Recognition MB states that a success story is the formation of the extended leadership team which has enabled the wider managers to be included in decision making processes and problem solving.
- 8.6 Manager Development Workshops have started taking place via Teams and JG and Jo Turton attended the first one around political awareness and the second one will be facilitated by MB and Colette Black around Coaching and Mentoring.
- 8.7 In regard to Diversity, MB confirmed the Service now has an Operational Female Group and a BAME (Black, Asian and Minority Ethnic) Group both of which have been sharing their experiences.
- 8.8 JG stated that the positive action the Service is taking around recruitment is fantastic and congratulated MB Colette Black and the entire team on the transformation so far.

9. Risk Register Changes (by exception)

- 9.1 MB confirmed that there are now 2 red risks on the Strategic Risk Register as follows; On-Call Conversion Project and an update will be brought to the Strategic Board meeting in September. The second red risk is around Control Systems and the 4i mobilisation system. Following a critical incident on the 31st of July 2020, it was revealed that the gazetteer updates are not showing on 4i. Discussions have been held with Remsdaq and agreement has been reached to focus on 4i upgrade and then immediately resource to apply updates. An additional control measure is in place which is a system called "What 3 Words" which allows the Service to get a very quick fix on the location of the caller/incident.

10. Quarterly HR/H&S/Ops Assurance Report

- 10.1 KE confirmed that the establishment in the main hasn't changed and the attrition rate is down across some areas but understands there's more work to do in regard to On-Call retention. KE, MB and Colette Black are part of the On-Call Development Programme Board that reports into the Chief Fire Officer, Jo Turton. KE is focusing on certain key areas as follows; offering a variety of different hourly contracts to attract and retain more people and this will be piloted in one area before complete roll out. Looking at reducing On-Call onboarding from 90 days to a draft 30 day process to make it more applicant led processes online.
- 10.2 Succession planning work is underway around Crew Watch and Station Manager level and there is a plan in place to look at streamlining the whole process and being able to fast track applicants through to managerial level.
- 10.3 KE confirmed that Arctic Shores is a really good platform that removes bias in the application process as it doesn't determine age, race etc and it gives an instant feedback report whether they are successful or not. Whole-time recruitment campaign is starting from the 25th September and will be a continuous recruitment plan which will give more people time to apply and explore recruitment opportunities. KE also stated that only 3.8% of the workforce is aged between 17-24 so the Service recognises this is an area that needs to be included and will be reaching out to the Cadet Scheme and also approaching schools and colleges.
- 10.4 KE confirmed that mandatory training is improving, however the E-Prevent Module is still experiencing technical issues around accessibility.
- 10.5 Sickness absence has mainly been due to Covid-19 which was expected and there is still a lot of focus around mental health (remains the top referral to occupational health) and muscular skeletal. Service is due to receive the final internal audit report from RSM in regard to the Health and Wellbeing Strategy and the findings will be shared with the PFCC. KE also confirmed that in regard to grievances the Service is seeing a positive turn around and any grievances raised are being dealt with more efficiently and where they can, more informally. More work needs to be done around disciplinaries and the chairing of the meetings with representative bodies but they are far and few between.
- 10.6 JTh asked in regard to learning and development under BA Compliance and ICV Level One Compliance there is a "No Record" option, what's the reason for this. KE explained that it's due to a small minority of people who have either been on long term sick or maternity leave and they won't have a record as it's possibly been a while since they last completed it. JTh also stated that under Sickness recording the "Cause known but not specified" option is still there and needs to be removed. KE confirmed that the Civica upgrade is happening in October and the option will then be removed.
- 10.7 JP asked how much notice staff need to give in regard to their intention to retire. KE confirmed that it depends on the level of staff member and can be anything between 1-3 months. The Service will predict potential staff losses due to retirement on a worse case scenario and will over establish as a rolling programme of recruitment to counter balance. NC confirmed that the over establishment isn't part of the financial projections as yet, however the initial budget paper will look at this. JG confirmed that herself and RH had in-depth discussions with Colette Black and Jo Turton around positive action recruitment and it was discussed that the Service would over establish due to the potential loss of staff and them going quickly. MB confirmed that the Service are proactively looking at this and it's a nationwide issue not just ECFRS.

- 10.8 JG asked where the Service were in regard to DBS and DBS exemption and should all staff have a DBS check. KE confirmed that it's mandated that all new operational recruits are DBS checked and from a non-operational perspective anyone carrying out public facing activities in schools or home and well visits should be DBS checked, however, the level of DBS required still hasn't been agreed and have received push back from the representative bodies. PBI stated that the Service needs to exercise an extreme amount of caution around DBS checking as it can be an offence to check someone at the wrong level and KE confirmed they are seeking legal advice.
- 10.9 MB stated that the Health and Safety team is a very small team but highly skilled and have worked exceptionally hard through the pandemic in getting the risk assessments organised and ensuring Covid-19 compliant measures are in place. The team have also been asked to critique national risk assessment in relation to working with the ambulance service and additional duties around body handling and these are now used by all Fire and Rescue Services (FRS). The team also produced the 2 national risk assessments for Prevention and Protection being turned back on.
- 10.10 MB confirmed that the majority of the consultations with the representative bodies have taken place with the Health and Safety team and they have also taken on operating the fogging units which has enabled the stations to get back online quicker after any confirmed Covid-19 cases.
- 10.11 MB stated in regard to the RSM internal audit, 13 action points have been resolved and one low level action point is left which sits with the Learning and Development team to resolve.
- 10.12 The provider of the online health and safety system, Optima has been taken over by a new company called Ideagen. Members of the Health & Safety team attended a seminar to find out more about the new provider and to assess what it means for the current OSHENS system users.
- 10.13 JG commented that the fact that the team are being used on the national platform to complete risk assessments in preparation for a return to work is exceptional and other FRS' are now looking to Essex for guidance which is fantastic. JG wanted her thanks passed onto the team.
- 10.14 MB confirmed that the Ops Assurance team are still in business continuity status as they haven't been able to get out to carry out inspections or station audits, however they are looking at ways to re-start this safely.
- 10.15 In regard to Monitor Officer reporting a new section has been added to provide incident monitoring and support for level one officers in development (acting/temporary roles) and those incident commanders who have been newly promoted (within a twelve month period). Level two and three Officers in development will be supported at incidents by way of the Peer Support Officer role.
- 10.16 MB confirmed that the area that needs improving on is the analytical risk assessment returns. An analytical risk assessment is carried out at every incident to ensure all risks are documented and control measures are in place. It's documented so subsequently if anything happens you've got a record that the Service implemented a safe system of work. In order to support this the logs need to be returned and at present they're not at a satisfactory level due to a lack of admin support in this area. MB stated that admin is being sorted so should start to see an improvement quickly.
- 10.17 The Debrief Policy is currently under review following the introduction of improved practices while carrying out the Industrial Chemical Incident debrief. A new electronic 'Hot debrief' form has been developed and is available via the appliance tablet this allows for a response at the incident to capture immediate thoughts and discussions

and is submitted directly to the Operational Assurance department on completion. MB confirmed that looking to include Joint Operational Learning (JOL) and National Operational Learning (NOL) on the internal reports.

11. Annual Plan Update

- 11.1 LC confirmed that the quarterly update will be coming to the next meeting and stated that JG, RH and JTh have already seen the new interactive plan which allows LC greater control and is easier to access the data.
- 11.2 The quarterly meeting will also see the reporting of exceptions and any changes that will alter the end delivery date of projects. LC confirmed she will be asking departments to look at due dates of projects so any slippage can be pushed back with the correct justification against it and can then be flagged to the PFCC.
- 11.3 JG commented that it would be an idea for the broader PFCC team to be sighted on the work that ECFRS are involved in and PBI will arrange for LC to present at a future PFCC team meeting.

Action: 50/20

PBI will send an invite to LC to present to the PFCC wider team on the work that ECFRS are involved in

12. Pensions Board Annual Report 2019/20

- 12.1 The Board is established as the Local Pension Board for the Essex Police Fire & Crime Commissioner Fire & Rescue Authority in accordance with section 5 of the Public Service Pension Act 2013 and the Firefighters' Pension Scheme (Governance) Regulations 2015. There are 4 employer representatives and 5 employee representatives who carry out a rolling programme of training using the Pension Regulators online toolkit and undergo regular assessments to ensure knowledge and understanding is up to date.
- 12.2 Dates of futures meetings are on the attached paper if anyone wishes to attend. KE stated that James Durrant who leads on the pensions for the Service recently took RH through a detailed presentation around the pensions so if colleagues would like to go through that with James Durrant he would be more than happy. JTh will set up for JG and PBI.

Action: 51/20

JTh to liaise with James Durrant and set up a meeting for him to take JG and PBI through the pension's presentation

13. Succession Planning Presentation

- 13.1 KE highlighted the following; Resourcing and Succession shows a 4 stage pathway for leadership. Stage 1 is the identification of potential good leaders through attributes shown, appraisals and self-assessments, Stage 2 is the assessment into that talent pool, Stage 3 is providing leadership development and Stage 4 is ready for the role. The same pathway relates to On-Call leadership as well.
- 13.2 The proposal works on the assumption that the operational skills for On-Call and Wholetime Managers are equal and essential. However, Wholetime managers require additional leadership skills to enable them to undertake their full role. The Service need to acknowledge the differences and ensure that any promotional process is consistent, fair and meets the needs to the Service, the individuals and the communities served. Robust Succession Planning should drive the need for activity,

so, rather than creating one Talent Pool, assessments and appointments happen locally based on demand (with a central consistency check).

- 13.3 The current establishment for whole time Station Managers is 43, 36 FTE are currently in post against these positions. Assuming the establishment (demand) remains the same through to 2025, with no resourcing interventions there could be over 20 vacant positions; and in 2030 over 30. The planned and unplanned attrition rates are stark in this staff group and may be further impacted by the recent pensions remedy. One solution to addressing the predicted shortfall would be to introduce an accelerated programme (completely separately from the Leadership Succession Pools) to 'fast track' talented individuals, both internal and external, to reach the Station Manager role within 5 years of joining the Service This would work alongside the Leadership Succession Pools, where it's predicted that we will internally promote 10 people each year to the role of Station Manager. Available to internal and external applicants, developing a cadre of officers with the skills, experience and capacity to reach senior levels
- 13.4 There is a requirement and need to have a governance framework that is applied at Strategic, Operational and Tactical levels which will look at how the Service assess people providing a consistent and fair approach. JG stated that this is an important piece of work and thanked KE.

14. Absenteeism Deep Dive Update

- 14.1 KE updated on the recent absenteeism deep dive and highlighted the following; The Service has set up a wellbeing hub on Workplace which has proved to have a positive impact on the health and wellbeing of employees which should help in the reduction of stress and mental health issues but need to continue to talk about it. The Service have set up arrangements with Red Poppy to strengthen counselling, trauma and bereavement services. Senior Leadership Team have adopted a salary finance scheme which enables all employees to access online financial help such as a savings scheme where it takes it directly from their salary into a savings pot, low interest loans that comes directly out of their salary and is managed through salary finance. Essex County Council are also adopting and rolling out this scheme.
- 14.2 KE confirmed that Martin Jones who provides all the statistical data in regard to the People element will be joining LC's team which will ensure all data is aligned and that there's consistency in reporting.
- 14.3 KE confirmed that the Sickness and Absence Policy has been renamed to the Attendance Policy.
- 14.4 JG thanked KE for the updates and noted that Deep Dive Updates would be scheduled onto the Forward Plan after the Deep Dive had taken place.

KE left the meeting at 12.46pm

15. Collaborate with our Partners Deep Dive

- 15.1 JTh confirmed the briefing note included with the papers was for the benefit of colleagues who were not able to attend the Deep Dive.

16. AOB

- 16.1 JTH will pick up data breaches with KE outside of the meeting

There being no further business, the meeting closed at 12.47pm