



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

23. September 1000am to 1125am, Teams Video Conference

Present:

Roger Hirst (RH)	Police, Fire and Crime Commissioner
Jane Gardner (JG)	Deputy Police, Fire and Crime Commissioner (Chair)
Jo Turton (JT)	Chief Fire Officer
Rick Hylton (RHyl)	Deputy Chief Fire Officer
Moira Bruin (MB)	Director of Operations, ECFRS
Karl Edwards (KE)	Director of Corporate Services, ECFRS
Dave Bill (DB)	Director of Prevention of Innovation, Risk and Future Development
Darren Horsman (DH)	Strategic Head of Policy & Public Engagement, PFCC's Office
Jo Thornicroft (JTh)	Head of Performance & Scrutiny, PFCC's Office
Janet Perry (JP)	Strategic Head of Performance and Resources
Christine Butler (CHB)	Minutes, PFCC's Office

Apologies:

Pippa Brent-Isherwood (PBI)	Chief Executive, PFCC's Office
Neil Cross (NC)	Chief Finance Officer, ECFRS

1 Welcome and apologies

RH welcomed all to the meeting and noted apologies from PBI and NC. KE passed on apologies from NC who has updated JTh with actions from the action log that were assigned to him. KE will dial in Jay at the appropriate point in the meeting this morning re item number 11 on the agenda.

JT advised that DB would be late joining the meeting by 15 minutes due to a personal delay.

RH informed the board that Claire Putnum has now left the PFCC. Christine Butler is attending to take minutes.

JG passed on apologies from PBI.

RH advised that items 6,8,10,12 on the agenda are to be deferred and will be picked up at the Forward Plan discussion.

2 Minutes of the previous meeting – 11 June 2020

RH asked for comments on accuracy on the minutes of the last meeting.

JT made the following comments: -

- Conversation with MB to have with Unison – “Sue Roger” to be corrected to “Sue Askew”.
- Item on continuous duty and principal officers’ item is in “bold” text which needs to be changed.

No matters arising.

Minutes Agreed

3 Action Log

JTh talked through the action log:

- 6/19 The Prevention paper was due to come to this Board meeting, but a deferment has been requested. RH asked if there was a new date for Prevention Strategy, needs to be agreed in order to go on Forward Plan. MB confirmed that it would be nearer Christmas. JTh confirmed that the next meeting would be in December and MB agreed that would be available for next board meeting. Action to remain open
- 29/19 Balance sheets and reserves. The financial statements are to be signed off this month. A Meeting was held with RH, NC & KE mid-October to discuss an external review of them. JG had a briefing from NC who has done a tremendous job bringing the reserves into CIPFRA rules under 5%. JP requested to join future meetings. RH Agreed. Action to remain open
- 39/19 DB to speak to SLT re papers coming to these meetings. JG and JTh were unable to attend the last SLT. JT confirmed that this to be rearranged and links to one of the actions at the end of the action log around the forward plan as well. JG & JT have had a discussion in the meantime. Action to remain open.
- 2/20 Protection Strategy paper was due at the June board. RH asked if the Decision Sheet had been done. JT stated that this has been finalised and awaiting sign off. JG to check with Camilla Brandal to see if this was signed off in RH absence last week. Action to remain open.
- 4/20 Risk Management Strategy signed off on 16.07.20. Action to be closed.
- 5/20 IRMP Decision Sheet signed off on 31.07.20. Action to remain open
- 6/20 MB speaking to Unison. There have been two meetings and a manager’s post advertised within Protection and is open to those with Green or Grey book Contracts. Action to be closed
- 7/20 Decision sheets for Day Crew houses. The first Decision Sheet signed on 24.08.20 NC sent JTh an email this morning to say that 2nd Decision Sheet has now been sent up to PFCC office awaiting sign off. Action to remain open.
- 8/20 Principal Officer & Car Lease Scheme Decision Sheet signed on 16.07.20. Action to be closed.

- 9/20 Monitor and tracking Learning Development Strategy. Colette Black brought a paper to the July P&R. JT asked if this should be a regular item for P&R? JG agreed. KE confirmed. Action to be closed.
- 10/20 Camilla Brandal is organising for Lucy to present the Annual Plan at our team meeting. JG thought it would be interesting to our team. JT agreed.
- 11/20 JTh to put the Quarterly Change Program updates onto the Forward Plan. This has been completed and noted for the 2021 Forward Plan. Action to be closed.
- 12/20 JTh to put Quarterly Annual Plan updates onto the Forward Plan which is still in progress. Action to remain open.
- 13/20 Decision sheet for the Annual Plan for sign off is currently in progress. JP to check status with Camilla Brandal. Action to remain open.
- 14/20 Timescales around the medium-term financial plan precept and budget setting with NC - There was some confusion about who had seen the timetable of meetings and the draft timeline and whether they were in diaries. JTh to pick up with NC as clearer direction is needed. RH requested that it be placed on JT's agenda for the next 1:1 on 5th October. JP requested that a copy of the paper be sent to her and that she be included in the meeting invites. Action to remain open.
- 15/20 Processing of the Draft Accounts - The Draft Accounts were submitted to PFCP and therefore removed from the strategic board. RH had a satisfactory meeting with Grant Thornton on 22.09.20 with NC, unqualified opinions were on both the Statement of Accounts and the Value for Money Statement. Action to be closed.

Dave Bill joined the meeting at 10.20am

4 Forward Plan

RH – the key items we need to ensure that we are scheduling in here are the things that we have deferred from the agenda: -

- RH asked JTh re deferring the on-call liaison projects and the final evaluation report and could she confirm that it is being deferred as far as June 2021? JTh advised that it was extended throughout the year and to have the end of project evaluation, it needs to have completed its 2nd year. JT stated that we have had the preliminary evaluation report, and, on that basis, we have extended to the end of the financial year and suggest that it would make sense to have a final wrap up then. RH commented that the project was going on until the 31st March and so June is the first time we can deal. JP asked if it was worth having an interim view of the report or updated report before June? DB commented that he has previously provided to P&R two months ago the report but will reshare the report with the Board. RHy suggested scheduling in P&R board to track the progress and bring the final paper back to Strategic board. JG & JT agreed this was a sensible approach. JT to work around the On-Call Development Board and how an updated report would fit in and Dave Bill and Jo Th are currently discussing the timings on this.
- RH – Re Item 8 Collaboration update including fleet. This is provisionally on for December. RHy to have briefing on Friday with Pippa Mills, looking at the position around fleet and scheduling around that going forward.

- RH - Item 10 Prevention Strategy to move to December (See action log)
- RH - Item 12 The Future Change Program in provisionally for December. DB will bring something forward to December's Strategic Board. DB is currently collating a schedule of a 10-year program of contracts and big investments that are coming up, for example replacement of BA sets in 2027. The schedule will highlight in advance, the collaboration and innovation opportunities and it will enable DB to see what collaboration needs to be done in advance in the region a couple of years ahead. It may also highlight work we can do around BA Comms to improve our firefighter's safety. RH feels this will be a "live" schedule will need to feed into the medium-term financial plan. DB added that there may be the potential to make savings when we are looking at things at an earlier stage. RHy stated that this was wider than just the Change Program and suggested going through with JTh and JP and scheduling through the Change Program, IRMP and medium-term Financial Plan, all of which need to factor into terms of signing off the annual plan for next year. As RH expressed a wish for "one package" we need to be in the position that we can sign off before the next financial year. RH agreed that they all need to be signed off and priorities laid out.
- JTh - Medium Term financial plan and Draft Budget. This ties in with JTh conversation with NC to check timelines and the paper went to SLT recently
- RHy stated that it currently asks for papers for 10th December in the office by 25th September for clarity should this be November? JTh – yes.
- JP asked re EDI should this be for P&R or Strategic Board? We have been asked about the policy on the website and JP feels that it is not quite where it needs to be and this needs to be picked up. JTh advised there is a paper coming from Colette Black to the next P&R board on this to explain the various parts of the Equality Duties Act and it was at P&R where it was picked up. JT added that EDI is one of those areas where JTh and JG come to SLT to talk through the Forward Plan, the Service need to start planning on how and where updating and briefing is undertaken on important issues such as EDI and Culture etc. JTh, JG and JP should be at the meetings. JT agreed.

5 Integrated Risk Management Plan and Strategic Assessment of Risk Review and Update Report

- 5.1 DB gave the following update. The paper is to provide a tracking system (Appendix 1). DB took feedback from the last Strategic Board meeting and reference to the Annual Plan and the IRMP and how they all fit together. DB is hopeful that the tracking document will see many references to the Annual Plan and to avoid dual reporting on the same activities and using the Annual Plan to largely to see how it is delivering against the IRMP. A lot of work has been done in the Change Team setting up and using the tracking system, using what Lucy Clayton set up for the Annual Plan, to directly populate the spreadsheet on the IRMP tracker giving one version rather than several reports. Progress will be logged and updated. Appendix A is an area where evidence is set out to show where FRS are delivering against the IRMP rather than a reflection of how FRS are performing against the Annual Plan. That will be picked up via RHy and the Performance Team.
- 5.2 Reference the timescales in the paper, DB suggests allowing space for consultation with the Rep bodies in advance but also formalise each year that there will be a written IRMP review in the June Strategic Board which will follow on from the 12 months that the IRMP having been approved or the last review..

- 5.3 DB gave an update on the Annual Refresh. DB has received the Annual report and given feedback to Process Evolution and is expecting a response shortly. As part of the procurement process, when Process Evolution came back to DB, they gave an option to look at a "risk & harm model" which will be useful tool in establishing prevention plans at all levels and will be a key to allocating resources. The model allows several sources of data to be put into an area, with those then weighted dependants on their perceived relevance. Instances of deprivation will be one of the items that would be entered, and the outcome would be a very clear alignment of where resources need to go, certainly in prevention and protection. This will allow planning both service wide as well as station-based plans. In areas of higher risk, the service would be able to allocate and understand the resources needed and provide localised plans. MB is building this into the Prevention Strategy, and it will also help the Service move more quickly on the introduction of Station Plans for prevention and protection. The key items from the paper is ensuring that timescales are correct and the process of setting up the annual review of the IRMP.
- 5.4 The Strategic Assessment of Risk is being worked on internally. The feedback from the Audit Report was positive and one of the items picked up was ensuring that the department heads were engaged and using it as part of their planning. The previous document was organised by Charles Thomas and now the Service are co-ordinating and using the department heads to review those sections. This should have direct impact on aligning department planning to the SAoR.
- 5.5 RH questioned the Appendix paper, is it quite usual to have a rag rating if we could have a status it would be useful. DB suggested a traffic light system on the end column showing status.

Action 16/20

DB to set up a traffic light status system on the Appendix paper so that status can be easily seen.

- 5.6 JTh asked, re Strategic Assessment of Risk, that how much of the information is fed into local planning? DB acknowledge that it was a small amount, due to the level of information in the document, DB would expect it to inform the Station Plans rather than stations. The work around the risk and the harm model will identify the risk for local stations.
- 5.7 JP suggested that we expand more positively on the EDI information as all the things that are being done will be improve the position on EDI as everything is moving towards that direction. DB stated that with the work RHy and the Performance Team have done around the Annual Plan, Lucy Clayton has set up objectives with a number with actions that rest below it with a lot of details, and the good news story would be presented by RHy via the Annual Plan, there will be much more content via the Annual Plan reporting DB to go and check with Colette Black. RH commented that the level of scrutiny in this area has risen substantially and we may well need to demonstrate where the good work is being done rather than wait for the Freedom of Information requests.

Action 17/20

DB to check with Colette on the planned reporting on EDI progress via the Annual Plan

- 5.8 RH expressed thanks to DB and agreed to note as requested in the recommendation.

6. On-call Liaison Project Final Evaluation Report

- 6.1 Item deferred to Forward Plan.

7 Annual Report and Fire & Rescue Statement

- 7.1 RHy confirmed that RH had asked to approve the Annual Report and the Fire and Rescue Statement. There is a legal requirement to do this under the legal framework and some of the learning from last year has been captured, for example the narrative speaks well to the Statement of Accounts. Emily, Darren and the team have worked very hard on this to produce a snapshot lookback and celebrates the successes of last year as well as captures the key areas that we need to pick up in terms of the National Framework. RHy did not go through the document but explained there was a timeline attached, there are also some other timeline items to meet and document needs to be finalised and then will be submitted to the panel for RH to be scrutinised on this. The purpose of the bringing this to P&R today is that it can be approved, or any comments/amendments included. Please feedback so that the report can be finalised for the Panel within the timeline dates.
- 7.2 RH thanked RHy and the team, recognising the huge amount of work that has gone into the document. A good collaborative effort and in a shape that will be endorsed.
- 7.3 JP asked if there is any documentation that specifies what is to be included in the Annual Report and if there was could JP have a copy? RHy answered that the Annual Report is not a statutory requirement, the Statement of Assurance/ Fire and Rescue Statement is the part that is required under the National Framework, the areas that need to be included are captured within this report. It is a commitment from the PFCC that he is comfortable that the service has budgeted correctly, has an IRMP and met its statutory duties. It is a single page of assurance that must be completed. It makes sense to capture within the Annual Report that ECFRS and other Services do as a lookback at a public facing document showing what the service has done for the public over the last year. There is nothing that states what the Annual Report must include. The Service took some guidance from RH last year to ensure the narrative aligns with the Statement of Accounts. RH added that in the statute that defines the role of the PFCC, it is more specific about the FRS statement than it is in the Fire Authority. RH continued to say that JTh has a good insight into the shape of that and is a future conversation for RH, JP and JTh.
- 7.4 JTh thought the Annual plan was engaging as were the case studies, but wanted to highlight three areas: -
- Page 25 – Appliance availability is reducing but there is not a commentary to recognise that and say what has been done.
 - Page 43 – Essex Resilience Forum, perhaps to expand the good work that has been going on especially during the Pandemic, although the service may want to say the cut off was end March.
 - Page 48 – HMICFRS Inspection report, we are open and honest, but we have not reiterated what is being done to resolve the issues highlighted. This is another opportunity to talk about the good work going on.

RHy thanked JTh for her comments and added that they were very valid points which will be taken on board. This is a lookback on the last year and confirmed that the cut off was March which was the deadline. The service should be able to capture the potential of the document which can build on all its success for the Annual Report next year. JT suggested adding a piece on inclusion of commentary re Covid-19 to Roger's Preface. RH agreed saying that we could add that it is not relevant to this plan, but this is what we are doing. JT agreed that the reader and Panel would be interested.

Action 18/20

RHy to incorporate JTh' s comments and a comment on covid-19 to be included in Roger's preface

- 7.5 JG added that ECFRS has responded in the document to what RH was looking for and it is a full and helpful reflection of the service and how far it has come and the great work the service is doing. Thank you to RHy.
- 7.6 RH agreed changes that were outlined in RHy's introductory statement and confirmed that the document does not need to come back to Strat Board again, we agree with the overall shape and the fact that it is good. JP & JTh will have a conversation that any requirements are finalised to JP's satisfaction. RHy confirmed that the document will be submitted for the PFCP in October and RHy to let RH have final sight before submitted.

Action 19/20

JP & JTh will have a conversation that any requirements are finalised to JP's satisfaction.

Action 20/20

RHy to let RH have sight of the final Annual plan before it is submitted to the Panel in October.

8. Collaboration Update incl. Fleet

- 8.1 Item deferred to Forward Plan.

9. Workforce Plan

- 9.1 KE has previously taken JTh through the Workforce plan and the slides that were presented to SLT. There was an interim Workforce Plan submitted and endorsed to SLT back in April 2020 that looked at focusing on priority gaps around operational staffing groups such as WT recruitment, OC recruitment particularly around on boarding time and retention also (historically called) The Talent Management program has been overhauled and following feedback it is now known as the Future Leaders Program and Aspiring Leaders Program which aligns with the NFCC leadership framework. These 3 areas were endorsed in Interim Report in April 2020. Since that Interim Report, it has now been updated and is the Workplace Report that has been submitted to this meeting. The main item that has changed particularly surrounding WT recruitment since April, is the previous methodology around 24hour WT recruitment line. This has been changed due to research and learning from previous elements of recruitment that a different approach would be adopted this year. Last August, a continuous recruitment pipeline which has been opened with recruitment campaign messages throughout social media not only covering Essex but a whole range of areas. In respect of EDI the campaigns have focused particularly on colleges, to look at BAME candidates, female firefighter potential candidates and focusing the 17-24 age range.

The end to end assessment criteria has been changed. The standards of assessment have not been lowered and have aligned with other National FRS'. Other National FRS have found this approach dramatically increased the diversity across all those areas. Since the campaign began in August and the Service has received just under 1500 applications, almost 10% are female 4% declaring a disability 5% BAME category. Compared to 2019 data there has been a 39% increase in BAME and 8% increase in female applicants. The campaigns and approach have been successful in attracting that diversity. In the continuous recruitment area, there has been positive

feedback from applicants who have previously tried to apply to the service and not been successful. The recruitment process is now able to put applicants into “holding pools”. Recruitment can be over a longer period and applicants can plan their career progression into the fire service. In the past potential applicants have been waiting a long time to apply and have other careers and may want to plan their exit from existing careers to enter the service, these changes will help them. The reason for creating this pipeline and the “holding pools” is that the service will be better prepared for the future. In terms of the McCloud/Serjeant cases, would want to be in a position, and it would be covered in the medium term financial plan and budget planning, of over establishing for some key years 22/23, where we can over-establish on the potential and forecasted increase in attrition because of those cases, allowing employees retiring on an original pension scheme or seeing them retire earlier than planned. The remedy is still not finalised, it is challenging in how it will affect the service and in what quantities. The service is planning for a worse case, middle case and under case scenario. Without the increased establishment, it is planned to recruit up to 36 new firefighters a year for the next 5 years. This a very fluid document which and the Workforce Plan will be kept on track to ensure targets are met. KE would like to bring progress report to P&R to be scrutinised.

Action 21/20

KE to schedule in Workforce Plan to be brought to P&R to be scrutinised.

- 9.2 Applicants can use more on-line application tools, which has helped with our continued plan of recruitment especially over the Pandemic period. A product called “Artic Shores” is currently being used through Suffolk FRS already. Artic Shores is online gamification, which has loaded firefighter attributes. The platform is particularly good as it removes any unconscious bias for example, age, gender, race of applicant. Acceptance is decided on a skills basis. Suffolk have had some very successful results and ECFRS have been working with them to bring this into our service and it will be used within recruitment campaigns this year.
- 9.2 ECFRS is confident that it has a good WT recruitment plan for now and going into the future. There are plans in place to accommodate any increase in retirements that have been forecast already. In terms of OCI recruitment, it continues to be planned but also widening the reach with social media campaigns. The focus is on the retention and on-boarding process. KE is taking to the On-Call Development Program Board this afternoon, a new on-boarding process which will streamline the current process from 6-9 month to 2-3 months. This is a much quicker timescale for applicants that applied to move through and start their training program. Feedback obtained from previous applicants stated that application process takes too far too long which made them go elsewhere.
- 9.3 KE continued to talk about retention, the On-Call Development program and part of KE’s proposal to the board is the piloting of the new contracts. contracted hours for improved work life balance, increase in hours when they are needed most, more fairness and inclusion across on-call colleagues to ensure the right availability and place across the whole on-call system. Keeping the on-call firefighters interested and motivated through attendance to incidents and looking at other activities they can perform in their role. Those elements will be fruitful in the future around retention.
- 9.4 KE – Re Talent Management/Future Leaders Program, ECFRS recognise through the work and analysis that there is urgent work to be done around the middle management succession. This would include station managers, crew managers and watch managers. There is an SLT development session to focus on this. MB will lead on a piece of work together with KE recruitment teams to be focusing on those three categories on processing applicants quicker. i.e.: -

- Fasttrack schemes
- Direct Entry Levels
- Progression of roles based on knowledge and experience – recognition of current abilities and work backgrounds, especially those with leadership experience and qualities. We are looking at models that other FRS's and Police use.

9.5 KE advised that the paper submitted today, has two areas that the service would like the Strategic Board to agree to under the recommendations: -

- a) Acknowledge the progress made since the interim Workforce Plan;
- b) Endorse the activities that are set out in Appendix 2 labelled "What's Next"
 - Page 8 Appendix 2 - Looks at Governance, diagram 7 aspects talked about today include achieving agility, different career pathways, retirements, pension remedy, Future Leaders Program and building the external resources pipeline.
 - Sections referring to non-operational perspectives of market supplements, different responsibilities etc.
 - Secondary contracts and making sure that our current scheme of apprenticeships for the Apprenticeship Firefighter Framework, which the service will expand on further and take more opportunities within Higher education system, to become more improved around our apprenticeship program.

9.6 JG expressed thanks to KE for a huge amount of work that the this has been involved. JG asked how are the rep bodies are and fee engaged in this work? In RH absence JG liaised with the rep bodies and they still feel that they are not being engaged or consulted and are aggrieved around WT -v- OC in the Workforce Plan. KE was aware that Rep bodies did not feel engaged. KE was concerned as he felt that there had been an extensive amount of engagement. KE followed up and there has been a lot of 1:1 engagement. Officers have met with the rep bodies to take them through the succession planning elements and the slides that were taken to SLT that feed the Workforce Plan which were built on rep bodies' input. KE has advised rep bodies that he is happy to have further discussions. The Rep Bodies have been shown the Plan and there is more work to do. The Rep Bodies now need to be shown how it will be implemented which is as important as the plan itself and do it in the right way. The engagement with the rep bodies will continue throughout the implementation processes too. JG advised that the Rep Bodies were very complimentary of Vicky Howes and conversations they had. RH picked up with the Rep Bodies about the level of access they have, Vicky & Natalie need to do the heavy lifting in the detail work, but rep bodies do feel they need to talk to JT & RHy. They may be happy to know that they have been heard at the highest level. Vicky Howes has moved on to the NFCC to undertake secondment in a similar position. This will also be good for the service as we will have first exposure to things and Essex has been developing some of the national pathways. JG does not want those comments to detract from the work that has been done, JG and RH are absolutely thrilled but some of those elements of the Fire & Rescue plan around direct entry etc being explored. JG will follow with interest. RH agreed

9.7 RHy made a follow up point that succession, retention and recruitment challenges are different for our different duty systems. and therefore, you need different solutions to address those. The, which shows that while the two systems work well together, but they are very different, in terms of their succession, recruitment and retention challenges

- 9.8 JP asked if the recruitment of 36 per year enough to manage the potential pension issue? As it is looking as it would take three years to get to where we need to be, which may be too late. KE replied that 36 recruits a year is to keep on top of normal attrition rates in terms of whole-time firefighters, without the pension issue. The solution to address the pension issue is the change from 24-hour recruitment, recruit a certain number of applicants and you are done until you open it up again. As the service has continuous recruitment, the service will have applicants' assessments and appointments greater than the 36 per year. Certain applications will be put into a holding pool and given the next opportunity when it comes. More work with regard to worse and middle case scenario to do around what the pensions will look like and will hopefully know more in coming months and understanding what the remedy will look like and therefore what worst case scenario is of a bigger exodus and attrition rate of firefighters that could retire earlier than planned. We can accommodate this in pre-recruitment and holding. In medium year financial plan yr. 22/2, the service can make over-allowances to over-recruit and over-establish above the 36 that we have already planned for.
- 9.10 RH - At the latest Fire Services Pensions SAB meeting, they clarified that the LGA has not advised not to go forward with immediate retirees. The LGA have not issued any advice as they do not know what advice to issue, The LGA were very clear that it is up to the scheme manager to proceed or not at risk. There is no prospect of the increased clarity. The Home Office were in the meeting and stated they have given what they can. The LGA have confirmed to the Home Office that it is not enough to issue guidance. RH is not prepared to leave the 4-5 service retirees in limbo. RH requested that DB and JP have a conversation and work out how the retirees can be in a position where they can go if they want to, It may well be, that on the final version of the remedy, that we will have some remedial action to take and put something right. RH suggested that we request our Pension Advisor to set out the risks and implications of both options available to the scheme manager and then a decision sheet be drawn up. RH agreed with this approach

Action 22/20

RH requested that DB and JP have a conversation and work out how the retirees can be in a position where they can go if they want to

Action 23/20

RHy to provide decision sheet

- 9.11 RH stated that the report consists of very useful information. The sign off on P8 is not quite organised. Holding pool is important and future leadership is captured well. The better hours for OC, although talked about, RH is not actually seeing it in the document. KE That is something that is going through the On-Call Development Program Board this afternoon which will feed into this document. RH on P8 re Governance, KE does not mention strategic board level of governance, it stops at SLT. It is not clear where the document is feeding into the authority. This is a strategic document and it does need as a workforce plan, although it is SLT's decision it needs endorsement which should be stated in the Governance section and tell us how the service is bringing the Workforce plan to the Strategic Board and how the progress updates are going to be brought to the board. It needs to be clearer.

Action 24/20

KE to go back and amend the document with RH comments

Action 25/20

KE would like to bring progress report on WT to P&R to be scrutinised.

RH asked the board were agreeing to the recommendations. All agreed.

10. Prevention Strategy – Deferred to Forward Plan

11. Special Service Charges Inc Rates.

11.1 RH no need to involve Jay on the call as it looks straight forward and clear. This item has been agreed.

12. Future Changes Program – Deferred to Forward Plan

13. AOB

There were not any items under Any Other Business.

ECFRS Strategic Board meeting was closed at 11.25am