

MINUTES

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

29 September 2020, 2.00pm to 4.10pm, Video Conference

Present:

Jane Gardner (JG)	Deputy Police, Fire and Crime Commissioner (Chair)
Roger Hirst (RH)	Police, Fire Crime Commissioner
Rick Hylton (RHy)	Deputy Chief Fire Officer, ECFRS
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
Leanne Little (LL)	Performance Analyst, ECFRS
Jo Thornicroft (JTh)	Head of Performance & Scrutiny (Fire), PFCC's Office
Christine Butler (CHB)	PA to Roger Hirst (Minutes)

1 Welcome and apologies

JG welcomed all to the meeting. RH confirmed that JG would chair this meeting as he would need to attend another meeting. There were no apologies.

2 Minutes of the last meeting

JG went through the Minutes of the previous meeting of 1st September 2020 page by page for accuracy and matter arising that are not on the Action Log or Agenda.

- Page 1 – Moira Bruin's name spelt incorrectly.
- Page 7 - PBI mentioned at 7.5 It states that PBI would be issuing a communication as Head of Paid Services re coughs, colds and working from home. PBI is not Head of Paid Services for ECFRS and that would be JT. PBI will be issuing a communication for PFCC. KE commented that this was around making flu vaccinations available to the PFCC. KE to send details to PBI.
- Page 9 - RHy stated that item 12.2 mentions "James" which should be changed to "James Durrant"

Minutes of the meeting of 1st September agreed with above amendments.

3 Action Log

JTh took the board through the Action Log

- 25/20 JTh enquired if the Covid reinspection was still taking place on 01.11.20 and if any information was needed in order to be prepared. RHy confirmed the inspection is going ahead as planned. Emily Cheyne has been working with Darren Horsman to ensure the dates are in diaries and to ensure that RH & JG are fully briefed ahead of that date. Action to be closed
- 36/20 JTh forwarded the link to Emily Cheyne. CB has reported to this meeting to explain in which documents the Service meets their requirements. PBI clarified that if it is not covered in the paper today then the Service needs to assure itself that the new web accessibility standards have been met. The statutory deadline for complying has passed. KCB will cover later in this meeting. Action to be closed.
- 42/20 JTh stated that there was not a monthly report for August due to problems with the mobilising system. LL is working on the action with Martin Jones in HR and will update in the next report. KE updated on the mobilising system. Despite some delays with implementation, the new mobilising upgrade took place last Friday and is operating successfully without teething issues or problems. Some elements of the upgrade are continuing. This week the IRS interface, which was one of the key elements of ensuring the incidents are populated in the 4i system and are transferred to the IRS Incident Reporting System and database, will hopefully be completed by the end of this week. There are more decisions to be made around the project which involve further downtime of the system and a tertiary site would be available if needed. JG thanked KE for his leadership to get the system to this point and asked to extend thanks from RH and the Service to the Project Implementation Team and Control Room staff Action to remain open.
- 46/20 Discussion on reserves which NC has had with JG. Action to be closed.
- 47/20 A decision sheet was needed for the Surge Funding. The sheet is in the PFCC office but has not been signed yet. PBI aware and will arrange signature. Action to remain open.
- 48/20 JP to pick up the dispute resolution being captured on the risk register with DB at her next meeting. Action to remain open.
- 49/20 KE and JTh had a meeting with Tracey King and Hope O'Sayande. KE will submit a paper to P&R in October on data breaches due to separate independent audits having been completed. Action to be closed
- 50/20 Camilla Brandal arranging – Action to remain open
- 51/20 Camilla Brandal arranging – Action to remain open

4 Forward Plan

JTh took the board through the Forward plan.

- 4.1 The following are standing items: -
- Budget Review
 - Performance Report
 - Covid-19 Recovery Plan
 - HMICFRS Improvement Plans
 - Risk Register
 - Building Regs Review Update

- 4.2 The substantive items: -
- Operational Training Strategy – JTh advised that this paper is due to come to Strategic Board in December; CB has confirmed that the update has been delayed due to Covid and the paper would not be ready. PBI stated that as monitoring officer, items should not be moved between Strategic board and P&R based on when the papers are ready. This is to be done in compliance with the Audit of Governance Arrangements and the terms of reference. RHy suggested as it is in progress that it be taken off the Strategic Board and moved to P&R as it does not need to be reported twice. JG feels that this is an important topic and will be presented to the board soonest for early exposure. JTh confirmed that it would be removed from the Strat Board items and moved to P&R in December. RHy will liaise with CB and will aim to bring the paper in October. JG October is preferable.

Action 52/20

RHy to liaise with CB and advise to JTh when the Operation Training Strategy paper will be ready.

- 4.3 There are 3 items for the October P&R
- Securing Adequate Water Supply workshop
 - Quarterly Change Program Update
 - Data Breaches paper
- 4.4 KE would like to add a further paper for October re Gender pay Gap. The Service sought some additional assistance with producing the pay gap report and has received the final paper which will be taken through SLT and then to October P&R.

Action 53/20

JTh to add a paper on Gender Pay Gap on the Forward Plan for October

- 4.5 NC stated that in the Audit Committee meeting last week, the procurement audit was discussed, and a paper will be brought back focusing on contracts and pipeline. This will not be ready for October, but a November paper looks realistic as agreed in the meeting

Action 54/20

JTh to add a Paper on Contracts and Pipeline on the Forward Plan for November

- 4.6 KE advised that the Service is consulting internally on the Digital and Data Strategy which will not be ready until early December. JG confirmed that the paper would need to go to Strat Board in the first instance for RH to decide.

Action 55/20

JTh to add a paper on the Digital and Data Strategy on the Forward Plan for December.

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

NC updated the board.

- 5.1 The Service is currently £900,000 YTD below budget. The position has not changed much from prior months with most the underspends in non-pay costs. The Summary of Income & Expense included both Covid costs and Covid Grant Funding. The £900,000 costs were covered by the grant received. Appendix 1 shows the position without Covid Income and Expenditure.

- 5.2 From a capital perspective, the latest forecast still shows £5.5m and NC stated that we will not be achieving the revised forecast of £5.5m and it will be lower in the coming month.
- 5.3 The Financial Forecast will be provided in the October P&R Board.
- 5.4 Appendix 1 shows Single Tender Actions, of which there are two this month relating to ICT licences. NC & JTh are to have a conversation re treatment of these licences. There is a need for ECFRS to be consistent with the way that EP treat their licences that are renewed.
- 5.5 Pay Reviews have been agreed for both Green and Grey book staff which are 2.75% 2% respectively. These are being processed through local administration during October and November and will be backdated accordingly.
- 5.6 RH commented that the report is very extensive and welcomed the deep insight. NC added that there are a lot of areas to improve on financially, but good progress is being made. Financially, the Service is in a better place but with more work to do.
- 5.7 RH expressed concern over Capital Expenditure because out of a revised budget of £5.5m, to date the Service has spent £730,000. NC agreed that the numbers currently in the forecast do appear unrealistic. RH commented that the capital budget used to be in the region of £12m per year, and the Service has tightened up the process significantly, RH has concerns that it may be over-tight. The teams are aware of the lag between procurement and expenditure and are reshaping the capital spend over the following couple of years. There was also a legacy of trying to spend in the last quarter of the financial year, which we are trying to change by getting business cases in place.
- 5.8 RH stated that when the review of various strategies was undertaken 2 ½ years ago, the fleet and the estates strategies came forward, which are descriptions of what we do, not strategies. Although there are People and Prevention Strategies in place, There is also a need to have strategies in place for fleet, estates and environment. RHy agreed with RH, it is a case of capacity within the organisation. An estate strategy is needed to reflect our ambition in terms of our collaboration agenda, and it has been discussed at the Governance Board meeting. Covid has affected some of those plans certainly around purchasing of fire engines etc. One of the big objectives is that the fleet and estates strategies are to be revised. KE mentioned the Data and Digital Strategy which has a large influence on technology going forward which will increase the capital spend next year. JG is very impressed with the work that NC has done including the Capital Board and looking at projects and investment needed and how it is driven, together with the strategies that RH has talked about, the Service would be a strong position for next year.
- 5.9 RH asked NC what was his feel for how the Service will end the year. NC estimates that we will be £1.2m under budget. Once the projection cycle has been done, NC will be able to cover in more detail at the next board

Action 56/20

NC to provide more financial information at the October Board Meeting regarding the Financial Forecast once the projection cycle has been completed

- 5.10 JP commented on Appendix 1 that the Covid position was £1,071, which is different to the earlier report. NC agreed there was a difference and he will correct the report to show both figures at the same value.

Action 57/20

NC to have the variance corrected on Appendix 1.

- 5.11 JP commented that the reports were using negative values as both adverse and favourable NC agreed to review the report and check for consistency.

Action

NC to look through report for consistency.

- 5.12 JG thanked NC, and everyone involved for the report. JG really liked the shape of the report and the loved the Exec summary which really helps take us through it much more succinctly.

6. August Monthly Performance Report (36.00)

Postponed due to mobilising system issues.

7. Covid-19 Recovery Plan Update (37.33)

KE gave some highlights from the attached report.

- 7.1 All the work premises are now Covid Safe. There was a focus on the operational stations, being that operational staff had not changed their daily work activities. People working from home were working well with supported technology.
- 7.2 Another focus was Kelvedon Park and a 5-week plan is now in place. Due to recent government advice, plans are currently paused. ECFRS communicated this through the Service wide comms.
- 7.3 Return to work assessments have been completed across all the different teams to identify specific needs from a Health & Wellbeing perspective. Those members of staff who are finding it difficult to work from home will be accommodated into an office working environment. Staff have been informed to communicate with line managers if they are struggling to work at home. It has not been communicated within the Service that the government advice is currently 6 months, but the situation will be reviewed on a monthly basis. This will be communicated via the livestreams. KE added it will keep the P&R board informed of the review plans.
- 7.4 KE advised that the team will shortly be sending out some comms re the Track and Trace App to confirm our agreement and promote the App. If firefighters have their personal mobiles, or work mobile loaded with the App and firefighters attend a risk assessed activity, the App does not monitor or know that they are wearing the appropriate PPE. This can result in firefighters being told to self-isolate via the App when there is no need. Comms have informed the firefighters to turn off the APP whilst in the workplace. Similarly, when using the QR code, and there not a need for ECFRS incorporate this over the entire estate.
- 7.5 All departments are out of business continuity at present. Work is being done to carry on with strategic objectives whilst ensuring staff are supported in best way possible. Staff have been advised to take leave where available and there are many wellbeing resources available.
- 7.6 A flu vaccination campaign is being focused on for all staff, although nationally the focus is on vulnerable people and over 65. Flu vaccination vouchers are normally issued via Boots for us, but they have currently paused the ability for us to procure the vouchers, but this will be reviewed on a weekly basis.

- 7.8 The recovery activity to be wound down as the Service are in the position to move forward. DB is focusing on our plan for the second wave of Covid and its impact, with a new concept of operations being finalised for the coming 3-6 months.
- 7.9 JG stated that no-one realised that the current situation would be for a such a sustained period and is really encouraged to hear about the wellbeing support being given. Also, thanks to PBI for the support given to the PFCC.
- 7.10 RHy to set up ECFRS Covid Briefing meetings back into the diary with RH. KE confirmed that the Strategic Co-Ordination Group has been reinitiated that RHy chairs which enables the Service to obtain the latest information.

Action 58/20

RHy to set up ECFRS Covid Briefing meetings back in the diary

- 7.11 PBI stated that the Service could not do anymore then they currently do. Regarding the rostering arrangements that are already in place, this is frequently brought up by the Rep Bodies. PBI commented that there does not appear to be an alternative she is aware of in terms of liaison with the Rep Bodies. KE commented that the Service is very focused on that and the Service are engaging with Rep Bodies on this topic frequently. PBI added that in JT's 1:1 discussion around the very contained impact where firefighters have been contacted by test and trace or have tested positive. JG agreed with PBI in that it is important to be able to demonstrate this. RHy added that the Service does not feel comfortable with it but it has borne out over a period of time that by minimising the numbers of people, it has meant that they are able to retain their resilience, which will be needed even more so during winter months. The Service is actively exploring how to make better use of those staff. This is not only an issue that concerns Essex, the NFCC and every Service is in the same position where Staff have had to be rostered off to retain resilience.

8. HMICFRS Improvement Plans

- 8.1 MB talked about the Protection Improvement Plan which is moving forward and largely completed. The Service is able to give positive assurance to HMICFRS when the Inspectors return to see the changes that have been made. The key items to highlight are:
- 8.2 CFRMIS which is the CRM replacement, went live for protection and prevention on 1st September 2020. The Water Section are the only group still working on the CRM system and there are plans for them to be moved to the new system. This will realise some benefits i.e. not paying for CRM licenses. There was a 3-month delay with going live, this was due to Covid impact largely around delivery of training from the supplier to the end users. This is now complete.
- 8.3 The RBIP and Protection Strategy documents have now been sent the designer for branding and "plain English" after which the documents will be ready to be shared.
- 8.4 The focus is now for implementation of an Enforcement Strategy and ensuring the department work towards a robust plan to support our Protection Strategy.
- 8.5 There are red items on the Improvement Plan: - One is the draft Enforcement Policy which is being worked on how the Service are getting feedback from central government. The second red is around recruitment, which is not progressing as quickly as MB would like and not unexpected. Some actions need to be taken to meet the gap in terms of operational resourcing. This will come under the remit of the Strategic Board to take decisive action to change and get some improved results.

- 8.6 RHy feels that this is a good example of where, through three-year investment of leadership and genuine hard work as well as a willingness to do things differently, it can make a massive shift in respect of where the Service is at. RHy & JT would like to see a HMICFRS reinspection take place, as there were some areas for concern, which have now been addressed. The reinspection would also relieve both the service and the public of any tension or concerns.. RHy requested RH and JG to reinforce those points, if there is an opportunity to discuss with HMICFRS. The Service would prefer that the reinspection take priority over a Covid inspection.
- 8.7 JG & JTh were on a call where it was mentioned to HMICFRS. The Service know that Service must have the Covid inspection but whilst there is a need to get back to business as usual, we are waiting for the reinspection, have asked for some dates. JG will continue to push forward. The Service is in a good position with a good narrative to tell the inspectors. There is still have some work to be done but it is moving forward which is great news. Thanks to MB.
- 8.8 CB went on to talk about the Cultural Improvement Plan. CB highlighted the six workstreams in the paper.
- 8.9 Values and Behaviours - The key headline is the “Your Voice and Engagement and Action Group” on values and Behaviours, has now recommended a set of values associated to a set behaviours associated to each of the values which are taken from the leadership framework that are being referenced as part of our learning and development works. SLT agreed those and the servicenow have a wider stakeholder engagement phase.
- 8.10 Reward and Recognition – The Engagement Survey is ready to go out for this year. The survey was due to “go live” in October but has been paused until early November/December in order to have time between the Covid Survey and our own survey. The Service have got the diagnostic and Data approach to the written survey together with the qualitative and dialogic approach through the Everyone Matters Listening Groups to capture how people are feeling. The first headlines come in the last week of December/early January and CB envisages bringing that back to the Board in January 2021.
- 8.11 Communication – This action was linked to the Engagement Survey.
- 8.12 Continuous Improvement – There Is an action on the Action Plan to implement a Suggestion Scheme and a recommendation came through a manager briefing from the Your Voice and Engagement Action Group. The workplace was used for doing that and was broadly supported through managers briefing.
- 8.13 Developing Manager Self Awareness – Coaching partnerships are being promoted and earlier in the year our coaching approach was relaunched for both internal and external coaches. There are now 21 coaching partnerships including the addition of a neurodiversity coach, Genius Within. The next enabler is for those in SLT who would like to in case studies on how we have used coaches in our own careers to problem solve, enable or career plan.
- 8.14 Inclusion and Diversity – There has been a positive action approach in recruitment particularly with the latest wholetime campaign. Almost 40% more women have applied compared to the same point last year and 10% more from a BAME background. The teams need to work on how that translates into from application through to placement but a good early indication that the approach is working.
- 8.15 Strong Effective Leadership and Development – The tender for the 4-year leadership development programme went “live last week”. The 4-year programme will jump us

forward into the next phase of our leadership journey. The interim offering is going well, as many people are signing up. The ILM level 3 and Level 5 have gone “live” as well as the 21st Century Leadership Program. The interim program is delivering but the Service are looking forward to the 4-year program that is much more linked into the longer term. Tenders will be received within the new 6 weeks with a view to commencing in the new year.

- 8.16 JG queried how people are selected to go onto the Leadership Program and is it mandated for all managers. CB explained that there are four strands, the essential learning is the 4th pillar which is mandated and includes Cap 3 of rolling program 1 inclusion and diversity and our obligation for GDPR etc. The 3rd pillar is personal development, not directly linked to your role but contribute to your Service in the future. There is also Personal Development, which involves, technical skills, department plans, operational training. The 1st pillar is the leadership pillar; we anticipate 500, both current leaders and aspiring leaders to complete over next the 5 years. There is not an intention to mandate the program but strongly encourage where it is appropriate. Research based around the psychology around mandating has shown that it is not successful. The program will be based on role modelling, leading, encouraging.
- 8.17 JG stated that clearly a lot of work has gone on and asked CB if this program of work is where it should be at this time CB stated that she would like to see the program 6 weeks ahead in terms of going out to tender. The key reason for delay is that is the resource that went into procurement of the control system which was a higher priority. Some of time is being made up compressing the phase that goes between contract award and starting the first program.
- 8.18 JP asked what kind of feedback you are getting from attendees. CB uses the Kirkpatrick model of feedback, feedback is provided on the same day, then 3 months, and 6 months later. The feedback is based on a combination of scores and qualitative feedback. Demand is high on the leadership framework webinars but lower than expected on the core learning pathways which is something for us to explore. CB is pleased with the feedback and happy to share information if needed.
- 8.19 RH asked for more detail regarding how CB saw those behaviour improvements becoming embedded. CB replied that the document reinforces the values that we have i.e. #Oneteam which is in recent communications. Going forward there are examples of what the behaviour looks like when we behave as one team and those behaviours which are taken from the leadership framework, They are all embedded in the leadership development. This was important that we got the values and behaviours agreed first before we pressed ‘go’ on the commissioning of leadership development training courses. There will be a base line measurement from this year’s Employee Engagement Survey, and we would expect the engagement index to continue to rise, which would be the most obvious metric. It is hoped that in the feedback from this November/December there will be a marked shift compared to the quantitative survey done two years ago and this will give longitude data over a 5-year period. As we continue with this approach around leadership and development, we would hope to see another marked shift, when we run the same survey in 20/21. CB will circulate the document so that more detail can be seen. RG thanked CB

Action 59/20

CB to circulate the Your Voice document so more information can be seen.

- 8.21 JG asked CB to repeat the statistic on the number of female applicants. CB stated that it was approximately 40% higher at this point in the process than it was at this point in the last process. This is the point in the process where the applicants are going through the Artic Shores behaviour process. Early next week CB will be undertaking the analysis of those, where we will see what the proportionate or disproportionate

impact to that assessment will have been. That analysis will come to the Positive Action Group which CB and KE lead next week.

- 8.22 JP asked that the figures stated were 40% higher than previously but what is it as an absolute percentage. CB quoted stats (supplied by KE on Teams chat bar) 1507 applicants 151 female (10%), 1 identified as other 79 BAME (5.25%) 53 declared disability (3.5%) though greater number have requested dyslexia adjustments. JG commented that the figures were significantly moving forward. CB stated 79 BAME is significant compared to previous years. The proportion of Essex who identify as BAME is just under the 5% but we are building relationships with a variety of key partners and stakeholders that we think will continue to increase this number phase by phase. RH emphasized that this is all in the conversion rate. We could recruit all the recruits we need for the next 2 years out of the female and BAME applicants that we have. If we focused on making sure applicants are not lost through extraneous reasons, that would make a significant difference. CB agreed.
- 8.23 KE stated that the next phase of this latest cohort is the Physical and Manual Dexterity Assessment Process. There is now a manual dexterity video of the assessment and applicants can see what the test will involve and what it requires from them on the day. Previous feedback indicated that a time-tested activity was off-putting for many people. Other FRS' that have introduced the new physical assessment models and have seen an improved conversion rate in their applicants. CB added during Black History Month there is a lot of activity planned and this will link with our approach to attracting candidates. One of our Employees Winston has written his story about his time at the Service reflecting back on a difficult start to his career and a difficult main part to his career where he was exposed to behaviour we would not want him exposed to, but then finishing on how proud he is to work with the service now. This will be published internally and also externally such as in the Asian Fire Services Association magazine. We have had entries in the magazine 3 months running. CB wrote in it last month on Black Lives Matter and Winston's story will go in. An article re positive action will go in the following month.
- 8.24 JG thanked both MB & CB for their work and stated that she was looking forward to HMCIFRS Inspectors to be sighted on that and hear what Inspectors have to say about how much the Service has improved..

9. Risk Register

- 9.1 JTh confirmed that the paper had not been brought to the board. There has been a discussion that it comes to each meeting but not in this instance as there have not been any changes. There has also been a discussion about just bringing "red risks" and "changing risks" rather than the whole document to the board. JP agreed and said if there are not any changes to then this should be stated too. RHy stated that this appears to be a misunderstanding on the Service's part. RHy to take this outside the meeting and if there have been changes or red risks then the P&R would need to be sighted. RHy added that the scores have not necessarily changed but will bring forward for the next P&R board. RH added that it is a fast-moving environment in terms of risk.

Action 60/20

RHy to investigate outside of this meeting and confirm if there have been any changes to the Risk Register at the next meeting.

- 9.2 JG commented that what JP has said is important, it is about the highlighting items as opposed to the whole detailed plan.

10. Building Risk Review Update

- 10.1 MB talked through the monthly update of the NFCC Fire Protection board Building Risk Review program which runs from August 2020 to December 2021. The program identified 182 buildings which needed to be visited and assessed in Essex and a plan was put forward to the NFCC as to how we were going to carry out the visits on a month by month basis. On the 10th of each month, a return must be submitted on the previous month's activities. In the first of those returns, there have been 5 in depth assessments from 10th August to 10th September. More information is needed on what the external cladding and render is made of and a letter was sent to Duty Holders of those buildings asking for more clarity. MB's team have moved proactively to send out letters to all those buildings asking for information to confirm the position and give time to commission the work that would entail. We are on track with that program and MB would like to propose to bring back a report on a month to month basis to the P&R board.

Action

MB to bring a Building Risk Review Report monthly report to P&R board

- 10.2 JTh asked if 80% of the buildings are coming back stating more work needs to be done to determine what the exterior cladding is, is there quite a large resource requirement to that, and was that likely to become an issue? MB replied that the Building Risk Review has planned out the resources we need to carry that out on a month to month basis to enable it to be a more manageable workload. The onus is on the duty holders to find out and have the work carried out and provide that information to us. MB is confident that we have found out the resource requirement on this, and we will continue to review and submit. MB will keep the board up to date and informed.
- 10.3 JG thanked MB and stated although this report was interesting, next months will be more interesting in as much as we will start getting a feel for the numbers.

11. Q1 Performance Report (1:26)

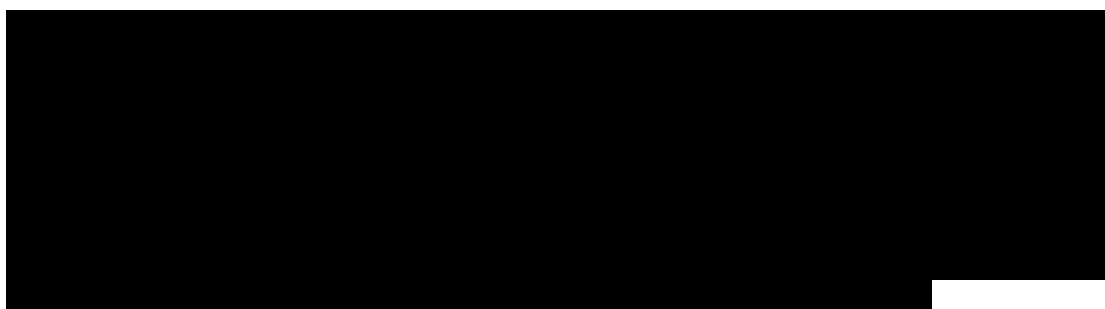
LL ran through the Report.

- 11.1 Q1 covered April to June. April and May were in the midst of lockdown and since then there has been a gradual easing of restrictions and we have seen people flowing but it has had an impact on the Covid reports that have gone out weekly then fortnightly to see the impact that has had on the incidence attendances as well as availability and timings. The key statements for quarter one: -
- 11.2 The Home Safety Information team assessed a new triage system to determine when to visit our most vulnerable and offer advice by phone and dropping off smoke alarms. 660 visits with 99% were safe and well visits and fitted approx. 900 smoke alarms. Evaluation feedback forms were not handed out during that period, but significant feedback was received from residents who did receive an intervention, on how grateful they were with the Service and how timely it was and how efficient we were.
- 11.3 During the lockdown period, the number and rate of accidental fires increased during April and May but were lower in June due to more people being at home. The percentages where the number that occurred where there was cooking and/or a working smoke alarm were higher in May but slightly lower in June. We will be looking into this in the next quarter and about access to dwellings, making sure our prevention advice is current as we head, potentially for a second lockdown.
- 11.4 There were three fatalities in the quarter. There were 2 fatalities at one incident, and we will investigate our response to those, to learn more about those individuals and how we can again improve our advice.

- 11.5 The 12-month rolling total for casualties for primary fires is less than the total for the same quarter in 2019/20. There are more casualties for ADS in the months April and May because of a small proportion of the population being at home, particularly in comparison to quarter 1 last year. 13 of casualties were males and 10 females in the ADS. Two went to hospital with serious injuries.
- 11.6 The 12-month rolling total and current rate for the deliberate, primary and secondary fires were less than the same compared to the quarter for the previous year. There is further analysis to be done.
- 11.6 Lone Domestic fires were 5 less than the total from quarter one last year. There was a difference of 3 over the 12 months. There has not been much change between the quarters. More analysis is to be done around the October/November time, to tie this in with more prevention and protection work.
- 11.7 The Protection Team completed 1170 cases and responded to 99% of the planning building regulation and licencing cases within the statutory time limit.
- 11.8 The fire orders that were completed all generated no special deficiencies and no notices were issued.
- 11.9 ECFRS attended 3769 incidents. 105 less than the quarter last year. Due to decrease in the number of special Service instances which can be attributed to RTCs' as there was less traffic on the road in April.
- 11.10 Average response to potentially life-threatening incidents from time of call to arrival of first appliance on scene, in last April and May were below the target of the average of 10 minutes, slightly above by 8 seconds in June.
- 11.11 90% of calls were attended within 15 minutes in April with 89% in May and June where the target was 90%.
- 11.12 The total pump appliance availability was 94% in April and slightly decreased month on month in April and May.
- 11.13 Wholetime and Day Crew appliance attendance was 99% in the months of April and May. On-call pump appliance significantly improved to 89% in May with a decrease to 80%, a significant improvement compared to the previous quarter last year. This figure being due to people at home and available from their primary employers.
- 11.14 There were 53 more false alarms in Quarter 1 this year compared with Quarter 1 last year. In May 40 more false alarms in that month of 2019. That analysis will be looked at the later end of November/December where we see a rise in fires associated with bonfire night and false alarms etc.
- 11.15 Road Safety – although figures are provisional for Quarter 1, there was 61 less people killed or seriously injured on our roads during Q1 and 140 less RTCs were attended.
- 11.16 Creating a positive culture in the workplace – overall our workforce diversity statistics as of 30th June 2020, 16.8% of the workforce identified their gender as female. 3.4% identified their sexual orientation as LGBT. 2.9% identified as ethnic minority. 16.8 declared a disability. Majority age band moved between 46 and 55.
- 11.17 Overall sickness absence matrix for the 12-month period until 30th June 2020 58.3% currently employees had taken sick leave. Median working day lost is 14 with a total of 27,127 working days lost during that 12-month period. 86.1% of that sickness was short term and 13.9% long term.

- 11.18 Employee caseload – 28 new cases, 56 cases were closed in the quarter and 40 cases outstanding at the end of the quarter.
- 11.19 88% of our statutory requests received by the Service were closed on time. 147 requests were received of which 103 were information regulation requests. These require extensive work to undertake and respond to as are Fire Subject Access Requests. Increase in Freedom of information requests. 85% of complaints received were responded to on time.
- 11.20 This report also covers benchmarking as requested at P&R requested by JTh. The Fire Minister had several indicators that he was interested in. This has been replicated in the report using urban source information available from the Home Office to compare ECFRS against the three strands of work being Prevention, Protection and Response. Looking at rates of 100,000 and core numbers in terms of audits and responses about casualties per 1m people against other FRS' in England excluding the Isles of Scilly. Quarterly comparisons have been completed and we are highlighted and read on those.
- 11.21 JG thanked LL for a comprehensive report with additional tables and questions that the Fire Minister has asked which will be helpful especially as RH meets with the Fire Minister regularly.
- 11.22 JTh commented around control room sickness as it stood out in the report. JP added that sickness as an overall percentage of total hours should be provided. KE replied that whilst it is not difficult to produce, we are ensuring that we change it for the next reporting which was an Action at the last P&R. Control is one of the working environments that is closely monitored as a virus/cold it is easily transferred and we have ensured that hygiene procedures have been applied. The Control Room can be quite a stressful environment and we are focusing through occupational health on wellbeing and that we can do extra to support those colleagues. This is an area to keep a track on and check that we are doing everything we can to support people back to the workplace.
- 11.23 PBI stated in some of the Covid briefings that we have had from JT in weekly calls is that a fair proportion of the sickness in Control is pregnancy and maternity related, those staff were required to shield around Covid and may have affected the figures. JT has picked this up in her briefings with RH.

11.24



11.25 JG thanked LL and we look forward to next month's report.

12. Grenfell Phase I High Level Action Plan Update

- 12.1 MB advised that the paper gives a high-level update which references the Service gap analysis that has been undertaken as a result of the recommendations that came out of the Grenfell Inquiry Phase one. The paper highlights many items of short, medium

and long-term work. There are several owners across the Service and this impacts on Ops Response, health & safety, Ops Policy, Prevention & Protection.

- 12.2 The paper outlines achievements in the Service in this period i.e. the allocation of £317k of central government funding to look at high risk and high-rise buildings which is now operationalised.
- 12.3 The Implementation of CFRMIS and removal CMS which represented one of our risks around data and risk information. There were manual processes for CMS to be updated, for example, risk information. Technical fire safety and ops crew's information also required manual processes to update information. This often resulted in two versions of that risk information. The new system will ensure an automatic update which is crucial. It is an immense risk if our crews do not have the most up to date and appropriate information around these buildings.
- 12.4 A program of fire familiarisation visits of high-risk buildings (72D visits) is in place. The Service is now engaging with responsible persons who are now overseeing high rise buildings, who are very sighted on pending changes and what the onus will be them and what is expectation as well as implementation, for example the introduction for testing regimes for firefighting lifts, personal evacuation plans for residents as well as the installation of premises information boxes. This information is communicated back to the FRS and we need to ensure systems are set up to deal with this.
- 12.5 A Station Manager has been appointed in Control who is very focused on training and implications of Grenfell in the Control Room around fire survival and advice. Several bespoke white boards have been purchased to ensure there is co-ordinated and consistent fire survival guidance given by Control in real time, which was a recommendation.
- 12.6 The Service is piloting some evacuation signals in a building in Southend. We have procured our smoke hoods which are currently being equipped on appliances. The delay is due to a procurement issue around the protective bags to put the smoke hoods in. This will be dealt with as a priority.
- 12.7 Service Control now have direct access to the NPAS and footage camera when requested. This was specific recommendation of the Grenfell enquiry.
- 12.8 ECFRS have had conversations with Suffolk who recognised that we are on track with this and have asked if we could share with them what has been put into operation. There are also early discussions with Suffolk and other partners across the region about potential collaboration and look at smoke blocking curtains and refreshing smoke hoods which will support operability and may bring in some efficiency savings. MB asked the board if there were any questions.
- 12.9 RH attended the Grenfell enquiry event on 28th September with the Fire Minister and commented that this is a very current and important topic to keep on top of. RH was pleased to hear that the smoke hoods are on order. MB the Service was keen to get an early order in, there is a delay for the bags to store them in but once those have been received, distribution of the hoods will run through the cascade and onto every appliance. RH asked for clarification on what the smoke hoods do and how to they compare to breathing apparatus. MB clarified that breathing apparatus is for responders to wear when going into the building, response will take a smoke hood into the building with them and put it on the head of someone that needs to be rescued. This will enable firefighters to give people a smoke hood and then people can be walked down the stairs walk through smoke-filled environments in a safe way with a firefighter in breathing apparatus. It will not hinder firefighters air supply and deals with rescue and reassurance.

- 12.10 RH said that another key point on the Fire Minister's call was enforcement. There is an expectation that we will play a much larger role with enforcement than we have the past. It needs more focus, particularly around our protection activity and we need to work out whether we have the right resources to do that, and that can be both in terms of volume, training and desire. RH is aware that enforcement does not fall quite so naturally to the firefighters. MB is seeing more people interested internally in pursuing a career in that line but there is a challenge around resourcing for this the proposals coming through from the HSE to have some capability around this area which means the qualified people need to be recruited. RH stated that we should have some provision in this year's budget to strengthen our enforcement activities. MB agreed. The Service wants to phase the recruitment of new people who need to be trained up and the reason is to ensure that new staff are mentored properly and the capacity within our own system for that to happen. MB does not accept that we don't have enough qualified people to mentor people, especially as we have on-line facilities to double up to train remotely and use footage etc and this area is currently being worked on.
- 12.11 NC added that he had some information on additional funding for enforcement. £154,000 which is separate from the initial surge funding that's come through and is signing that off as an acceptance to the Home Office as it needs to be submitted promptly.

Action 61/20

NC to liaise with PBI re a decision sheet.

- 12.12 JG thanked MB

13 On-call Conversion Update (OCCP)

- 13.1 In DB's absence, RHy gave an update. The paper brought the board is up to date on the progress to convert 4-day crew stations to on-call. The decision to was made via the IRMP in 2016, where were drivers around cultural and financial change. The Service is continuing to look at delivering this, four years' on and it sets out the scale of the challenge to convert our wholetime stations into on-call, which is compounded by the Mastac Ruling.
- 13.2 The paper sets out the steps that we have taken which vary from station to station, especially around dedicated periods for recruitment of those stations and bringing those people through and prioritizing skills, this is traditionally quite common with on-call and in some areas we are running to stand still.
- 13.4 As fast as firefighters are being recruited, firefighters are also leaving the Service which leaves a competency lag between bringing people into the Service and having to train them up with the necessary skills before we can make that a full conversion crew. There has been some good success at Dovercourt, where several people have been brought in and the number on those stations are going up. Numbers do not necessarily equal availability and it is availability to match the risk that is needed.
- 13.5 Availability and risk are particularly difficult in Essex and certainly when we begin to consider other stations that we are looking to covert due to the proximity to London. The towns are very different, the risk in Great Baddow is different to that of Waltham Abbey etc. RHy feels that as a team we are at the point where we should take a step back and look at how are we going to convert the stations as risk changes within four years.
- 13.6 The Service is currently undertaking a lot of work now with Process Evolution to look at refreshing our IRMP and the data. In some cases, we have lost 186 candidates just because they did not live within our response times. The risk basis varies in different areas and the stations should be converted in a way that is sustainable to the public of

Essex. There is an opportunity for change. RHy made a suggestion, as SLT we need to take a step back, look at what we are striving to achieve but then quickly come forward with a plan around what that conversions looks like in order to get a workshop together with RH & JG in good time.

- 13.7 One consideration regarding we would like to do differently, is that there is a timing issue with the run up to the election and the purdah period. The Service is in that space now where having converted one station there is a need to take a step back to assess and come forward with a plan that is going to deliver the improvements and the Service that is needed. An indication was given that the plan will be reviewed.
- 13.8 JG questioned the 186 candidate's loss. RHy confirmed that there is a 5-minute attendance time, if a candidate lives more than 5 minutes away from the station, we lose those people. If there was not a 5-minute response, depending upon the risk and those things surrounding it we may not loose as many. There are other Services that have more flexibility around response times around certain stations based on risk. There have been previous discussions around the stations being low risk where the station does not attend many calls. This is correct but if there is an incident, such as last year at Ongar, where an appliance was not available and it cannot make the 10 minute attendance time and we have removed wholetime resource from that area, that becomes a difficult conversation to have with the public. We need to fully understand that in terms of where we are at.
- 13.9 JG pointed out that this all sits with the work that KE is doing to review the contracts which she imagines would make a significant difference to number. KE agreed that there are three programs within the On-Call Development Program. KE is working to put in place a pilot to look at the contract arrangements, depending on availability in the pilot area and extension of radiuses to invite more applications. If you open the radius by another 2 minutes, it includes a new cohort of applicants that could potentially apply. The On-Call Development Program Board approved a pilot phase and we are now looking at what that scope looks like. JG & RH would appreciate an early conversation on this subject. JG agreed that some of those steps would increase the numbers significantly.
- 13.10 MB - In order to start the review process and get the best evidence possible from lessons learned, there was a review and debrief of the Dovercourt conversion this morning with key managers, It was a positive meeting and MB will prepare a report to show what we have learned and what could be done better and what would be done differently around that. RH stated that It is not only lessons learnt from other places, it is about getting Dovercourt right. There must be a way of having second pump availability in Dovercourt, which is where it needs to be, and we must put people in place to do that.

Action

MB to provide a report regarding the Review and Debrief of the conversion at Dovercourt.

- 13.11 NC stated that it is also important to re-highlight to the team that in the medium-term financial plan this is a key objective, and this will be reviewed in the initial budget paper along with the resources required. There is a workshop planned for mid-October, but it is a key financial impact. RH agreed.
- 13.12 JG confirmed that this would be a conversation to continue along with the learning and understanding of what can be done to improve Dovercourt and therefore how it translates over to other stations would be valuable.

14. Public Sector Equality Duty

- 14.1 CB said that the PSED objectives gave us three obligations to eliminate unlawful discrimination to advance the quality of opportunity and to foster good relations. As part of those obligations it requires us to publish two sets of information. One that demonstrates compliance with the general Equality Duty and the second to publish our objectives demonstrating that we are further in those three aims. The Equality Duty Objectives are published on the website underneath the "About Us" section which informs the public about how we are performing against the obligations along with the Annual Report and the Annual Workforce Report. These are used along with the Annual Workforce Plan. In preparation of this item, it is noted there are missing two points which will be rectified by CB. One is the publication date on the website page where we adopted the objectives and when the next review date is in 2022 and the link to those reports is not in date. CB is aware that some organisations publish separate Equality Duty Objectives Reports and are in isolation, the Service are inclusive as well as diverse and promote equality in opportunity because that serves a purpose it serves the organisational objectives. It is important that we do our reporting in our Annual Report as part of the whole story.

Action 62/20

Regarding the Equality Duty Objectives, it is noted there are missing two points which will be rectified by CB. One is the publication date on the website page where we adopted the objectives and when the next review date is in 2022 and the link to those reports is not in date

- 14.2 JG raised with PBI her previous concerns around duty to comply and does this report give the confidence that we are doing everything that we need to do. PBI stated that in respect of CB's explanation of the Service not doing this as a separate report and instead incorporating it in other documents, PBI is comfortable with this and she is not aware of any legal requirements to do this as a separate document although some organisations may choose to.
- 14.3 PBI asked at the top of Page 2 of the covering report, it talks around one of the objectives being about reviewing the equality impact of key organisational policies for differential impact. PBI does not recall when new policies and strategies have come forward to the strategic board, they have always been accompanied by an EIA. This might be because it has not been done and not come to the strategic board as part of its consideration and has not been attached to the decision sheet when RH has made his formal decision as the authority. PBI asked that we get into a better system of discipline and practice to always include those analysis if they have been carried out as part of the decision-making process. CB agreed. The summary is done underneath the Equality Section of those reports, but we don't provide the whole document and that may be that the document has not been done or produced. EIA training has been recently commissioned for 12 more assessors. If there is anyone in the PFCC office that would like to benefit from the training to let CB know. More Assessors are needed from more diverse backgrounds which has been put forward to staff networks.
- 14.3. PBI brought to CB's attention the bottom of section 2 where it talks about CB seeking external review challenge and accreditation, it refers to the FRS Equality Framework. This is something that has come up in internal conversations in the office i.e. how far the Service complies with that framework and any gaps that there may be. The PFCC did not feel sighted as to what extent the Service felt that the framework had been complied with. If the Service has completed an assessment against that or indeed have any of those external challenges or reports, PBI would welcome those coming forward to P&R. CB can put these on the forward plan and in terms of timing, has commissioned the team to produce a series of recommendations about the benchmarking and scrutiny at those the Service want to be part of. The team has come forward and suggested that the Service sign up to the benchmark of Ethnicity in Business. Whilst the Service are happy to do this, there needs to be a holistic and strategic approach to achieving this objective. PBI commented that the benefit of this

report coming forward, is it has given more confidence that there is richer information and data in the Service then previously appreciated and it would be helpful if P&R were more sighted on this.

Action 63/20

If the Service has completed an assessment against or indeed have any of those external challenges or reports, PBI would welcome those coming forward to P&R. CB to place on forward plan for December.

14.4 JP noted on this report item 6 on Equality and Diversity implications, where it is said that there are none. There is a link here that could be picked up on.

14.5 JTh picked up on a discussion earlier, There still needs to be assurance about the website because it is not part of the website regulations and because it is not part of CB's report, request for an action for feedback or confirmation that it has been completed rather than a report for another meeting. CB suggested that it may be helpful to circulate a note to this group and once it has been completed over the next few days. RHy will ask Emily to circulate to give that assurance. JP asked that the assurance included the link too. CB agreed.

Action 64/20

CB suggested that it may be helpful to circulate a note to this group and once it has been completed over the next few days. RHy will ask Emily to circulate to give that assurance. JP asked that the assurance included the link too. CB agreed.

15. AOB

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