

MINUTES

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

26 April 2021 10.00 – 11.31am Video Conference

Present:

Janet Perry (JP)	Strategic Head of Performance & Resources, PFCC's Office
Pippa Brent-Isherwood (PBI)	Chief Executive & Monitoring Officer PFCC's Office
Rick Hylton (RH)	Deputy Chief Fire Officer, ECFRS
Neil Cross (NC)	Finance Director and Section 151 Officer, ECFRS
Karl Edwards (KE)	Director of Corporate Services, ECFRS
Moira Bruin (MB)	Director of Operations, ECFRS
Jim Palmer (JPa)	Asst Director – Head of Prevention and Protection
Colette Black (CB)	Asst. Chief Exec – People, Values & Culture, ECFRS
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)

Apologies:

Roger Hirst (RH)	Police, Fire Crime Commissioner
Jane Gardner (JG)	Deputy Police, Fire and Crime Commissioner (Chair)

1 Welcome and apologies

PBI Informed the Meeting that Jane Gardner would not be attending in her capacity as Deputy PFCC due to an unexpected family bereavement over the weekend.

RH is unable to join the meeting this morning and PBI was unable to attend the internal pre-meet. The proposal is that JP will chair this meeting on behalf of the PFCC, but the meeting can be rescheduled if not agreeable as it stands outside of the agreed ToR. Members agreed to go ahead.

2 Minutes of the last meeting

JP went through the minutes of the last meeting.

2.1 PBI re Page 1 – The attendance list shows PBI attendance but section 1 states that apologies were given. PBI was at the meeting, please clarify in the final minutes.

2.2 PBI – Page 5 paragraph 5.11 typo “heard” should be “hard”.

The minutes were agreed subject to the above amendments.

There were no matters arising.

3 Action Log

- 82/20 JTh to liaise with MB & JPa off-line to arrange a date for a virtual meeting with the team undertaking the Building Risk Review process. JTh to update the action to state that a virtual visit will be arranged and will change the due date to June 2021. Remain Open.
- 13/21 The operational impact of not having delivered the Property Programme - There is a paper on the May Forward Plan. Propose Close.
- 16/21 Setting targets for crews who are undertaking digital visits - MB was to take away and look at as part of the Recovery Plan. JPa said that the digital pilot was carried out on 17 properties and it was positive. Some learning needs to be taken from the pilot before this can be rolled out more widely regarding technology and connectivity, but it will be part of the future Strategy moving forward for home safety visits. Insofar as setting targets for the digital visits, the service are in a discovery phase at the moment where they are trying to understand the number of properties and people that are at risk within prevention and that will get rolled out across the organisation. Propose Close.
- 22/21 JTh to circulate a report template - JTh stated that this had become slightly more complicated within the PFCC office, as it was thought that there had been a specific report template created for the Fire Service which had been circulated before JTh's employment but that is not the case. JTh is therefore working with Suzanne Harris (SH) in the PFCC office, to look at the templates being used to present to the Boards for both ECFRS and Essex Police and ensuring they are aligned. JTh will amend the Forward Plan to bring something back in June. JP suggested a small workshop to discuss with JTh, SH and someone from both EP and ECFRS for general agreement. P suggested a small workshop to discuss with JTh, SH and someone from both EP and ECFRS regarding Board template alignment for general agreement. Open
- 23/21 PowerBI ensuring that NC had sight of the information in the finance reports - Meetings are currently being arranged between JP & NC. Open.
- 24/21 Variance in O/C costs and a review into this - NC said that when this was originally tabled this linked to a bigger piece of work around rolling out pay costs not just O/C but for all different variances and the detail of those in the Service. There are variances in the O/C pay to budget and the stations have been identified i.e. Canvey, Braintree, Witham, Stansted and Shoebury. The review explores the detail and will show detail of all cost variances in pay going forward. NC can highlight the cost centres but will not have the details for a couple of months. Resources are being redirected to focus on pay variances in the organisation. NC is happy to share what is currently being looked at. NC asked if we could change the date on the Forward Plan to June and how it references the pay costs across the organisation. Agreed
- 25/21 PBI to send RHY a copy of the SERP MOU regarding eh Community Wheels Vehicle - This has been completed. Close
- 26/21 JP & NC to look at the annual accounts timetable - A meeting has taken place with three more planned going forward. JP & NC are content with the table. PBI asked if the timetable was coming to Strategic Board to sign off? NC said that the Strategic Board Paper that was coming in September is the Net budget paper for next year. This timetable is the audit timetable that has come through this Board previously and as from next month you will see items being completed which is going through this board. Propose Close.
- 27/21 KE to investigate the EDI compliance on the HR Quarterly Report regarding records not being kept centrally - KE to Update. Remain Open.

28/21 JP to liaise with KE regarding Quarterly Report and what information would be needed by the Service on the Quarterly Change Program - JP & KE have had a meeting with workshops being arranged and the plan is for a new report in September. Propose Close.

4. Forward Plan – March 2021

Standing items

- Finance Report
- Performance Report
- HMICFRS Improvement Plans
- Building Risk Review Update

Substantive items

- Account Out Turn Review
- The LEAP progress and the Workforce Plan
- Property Capital Expenditure Update

Substantive items for update

- Quarterly Ops Assurance Report
- Quarterly Health and Safety Report
- Annual Workforce Report Update
- Dovercourt Action Plan
- JTh requested that a paper be added to provide an update on the deep dive program and the next steps. JTh needs to work on this in conjunction with Lucy Clayton and would like to add to the June agenda. Agreed.

5. Monthly Finance Report

NC talked the Board through the Finance Report highlights.

- 5.1 In terms of the finance report this is not the final out turn position as there is a period 13. NC has amended the base of the summary of income and expenditure to consider the sub totals of the reserves, as requested by the Board previously.
- 5.2 The net expenditure has moved down in the period to £664k from £988K in the previous month due to the staff recognition payment being made this month of £160K and some additional costs regarding workwear following the final stocktake. There is an annual stocktake and the process has not worked well as it should have been costed throughout the year. That process is being looked at and quarterly stocktake processes are being put in place.
- 5.3 Some costs have been made regarding the sprinkler support of £120K and the LGS Pension Costs of £295K which have been offset by a release of the earmarked reserves funding. Both items were in the Reserves Strategy.
- 5.4 Regarding Funding, in the period there has been a variance on the business rates and that is due to receipt of the final payment over the 2019/20 pooling arrangement of £360K. There is currently a funding position of £1.58M behind budget.
- 5.5 Regarding period 13, now that the March numbers have been completed, there are a couple of items that need to be done to get to the final out turn. The Capital Finance Charge needs to be calculated and there are some final costs from the April payroll that relates to March

activity. It is anticipated that the final costs will go through and it will be approx. £4.9M in total.

- 5.6 In the last projection NC thought it would be approx. £100k in deficit. The anticipated out turn will be in a surplus position of approx. £900k. There is a swing of £1m and there are key reasons for this swing. There is a one off adjustment to be made for £486k which is a result of the balance sheet review work that has been undertaken which has been agreed with the Commissioner back in December. In summary the Fire Appliances that are in Service, the cost needs to be taken into the end of year final accounts over 15 years. The taxpayer is charged over a 12 year period and the two methods should be aligned. This aligns with the Fleet Strategy of 15 years. A Decision Sheet is being prepared and is at the final review stage before being submitted for the Commissioner's approval.
- 5.7 There are two further adjustments. The Capital Spend is under Budget which has created a further £250k favourable variance in the Capital Finance Charge. This should have been included in the forecast which was an oversight. The remaining variance is between the projected costs around payroll. The team are undertaking a final review of accruals.
- 5.8 Finance has always been included within the SLT meetings; the forum has been changed so that there is now a monthly session regarding financials which began this month. This meeting would include a forecast update which will be shared with P&R in the next period. There will also be consideration on how we can set some efficiency board mechanisms up. There are not any further details on this now but once the forum and logistics are better understood, NC will share this with the group.
- 5.9 JP asked that on the last point where NC went through the detail on month 12 to the month 13 that a slight amendment to the front narrative be added to put an explanation before we publish, so that we do not have the difference between what is stated in the Minutes and what we are saying on the report. NC agreed.

Action 28/21

NC to add narrative to front of month 12 finance report to align to his verbal update to the paper before minutes are published

6. Monthly Performance Report

LL took us through the highlights of the March Performance Report.

- 6.1 We attended more instances in March than the previous month but with the least number of incidents in March for the last few years.
- 6.2 In comparison to the previous month there was an increase in all types of incident categories.
- 6.3 There was an increase on the previous month in primary and secondary fires and ADFs. There is a more detailed report on page 6.
- 6.4 In March 21 there was one fire which resulted in a fatality. This was a male in his 50s based in Southend and lived alone. The cause of the fire was deemed as accidental caused by overheating of electrical supply just underneath the stairs in his house.
- 6.5 There were eight casualties from all Accidental Dwelling Fires in the month. There were another two instances of lone males who were injured as a result of fire. One of those was involving cooking/grilling and falling asleep and the other one was a male who injured himself from a fire in his garage and went to hospital with burns.

- 6.6 Regarding special services there has been an increase in both RTC's and non RTCs. There were 49 people killed or seriously injured in 444 collisions.
- 6.7 The focus for this month is escape routes for both non-residential and dwelling fires where there are blocked exits. The comms team will be using this for their campaign next month and the campaign after that will be outdoor fire safety.
- 6.8 There was an increase in average response times to potentially life threatening incidents of 10minutes, 49 seconds. 85% of calls received were attended to within 15 minutes. In terms of availability, the total pumping appliance availability was 85% for the month. W/T & Day Crew Pumping Appliance Availability was 98% and O/C Pumping Appliance availability was 79.2%
- 6.9 On page 13 and 14 of the report there is a breakdown for the financial year of the O/C targets and the values that they achieve each month. These are colour coded and you can see what ones met and did not meet their target.
- 6.10 Information Governance – there were no reported data breaches this month
- 6.11 There was an increase in the number of statutory responses received. There were 51 and the majority of those were Environment Information Regulations.
- 6.12 There is a focus on appraisals which HR are supporting on.
- 6.13 L&D has focused this month on coaching and feedback and there has been a lot more information regarding access to coaches.
- 6.14 H&S completed the Quarterly Premises Inspection and the Workplace Risk Assessment at KP. Several audits were also reported on other sites.
- 6.15 Protection – there were 9 audits and 8 of those were very high on the Risk Based Inspection Program.
- 6.16 120 desk top audits were also categorised as high or very high.
- 6.17 99% of the consultations were responded to within the time limits.
- 6.18 All-important notices were served on multi storey residential premises within the BIR Program Audit.
- 6.19 With lifting of restrictions and an increased in confidence, there has been an increase in the number of visits this month compared to previous months for home safety.
- 6.20 On the 29th March Home Safety Information team moved to gold from gold crisis. This means that there are more residents in Essex eligible for a visit and in their home setting.
- 6.21 The Community Development and Safeguarding team had 64 referrals in this month, 4 more than the previous month but 2 less in March 2020. Overall, the ECFRS safeguarding team handled 597 referrals in the financial year 2020/21.
- 6.22 The open incident dashboard on the Essex Gold platform was launched so that instant data can now be accessed which is live and will be updated monthly going forward. This is available for the public and stakeholders to view. This work has been carried out in collaboration with Essex County Council and their data analytics team.

Questions

- 6.23 JTh asked whether the fatality had a working smoke alarm. MB said that the information was not available but should be included. LL to check and ensure this is recorded in future reports.

- 6.24 JTh noted the average response times to life threatening incident had increased. Where in the County were these calls that went over 10 minutes and is there a pattern in terms of areas? MB replied that ECFRS are aware that there are some areas in the County which are difficult to meet those response times. It would be in a more rural part of the County but couldn't confirm that. RHy said that it is important to note that it is an average attendance time so you only need an attendance where there is a fire in the open which is not an addressable location and it takes the crews longer to find it which will push the average up and so this could be just a couple of isolated incidents.
- 6.25 JP said that on that point, could we see the percentage of calls within the 10 minutes? If we are responding to 99% within the time with 1% pulling us out of the response time that is different to responding to 90% with 10% pulling us out and could we report on that? RHy said that the response times have been set with the public through the IRMP. LL is looking at a revised Performance Report linked to our new strategies in June. RHy feels that this is a conversation to be had with Roger and Jane.
- 6.26 PBI said that in terms of the target profiling of the response time. There are particular times of year where it generally goes down because of peak annual leave etc. We do know that there are areas where it is more difficult to meet those times. How do those known factors throughout the year and the county feed in to and inform the target setting either now or when the Response Strategy comes forward in due course? RHy replied these are performance attendance measures as opposed to a target. These measures go back to the Standards of fire Cover and variants in risk areas in terms of the speed government required FRs to get a fire engine to a location. Those response standards are still as it stands but the ECFRS IRMP means that the Service has greater flexibility. Are they the response times the right ones for Essex? That needs to be picked up for a conversation in terms of IRMP planning. PBI said that some thought may need to be given on how to present that in the reports, particularly when they go forward. How they are shown in the report, it does look very much like the 10 minute target is the one that we should be getting.
- 6.27 KE said that RHy is correct that when the mapping is done in terms of response times, there is a dry zone radius of what can be achieved from a turn out in a certain location within a period considering other factors. GO Mapping can place an appliance at the location of the 999 call automatically, and a follow up which is an actual time, so that the two differences consider that the fire appliance got to the right location, but it then took another 5 minutes to locate the point at which the caller made the call. This can be shown in the work that LL is doing. PBI would like to see the target of 10 minutes presented to show that this is the standard that we would expect to meet in various parts of the County, and this is the extent to which we are meeting it.

Action 29/21

PBI would like to see the target of 10 minutes presented to show that this is the standard that we would expect to meet in various parts of the County, and this is the extent to which we are meeting it.

- 6.28 MB said that we are reporting on a breakdown of notices and deficiencies which was asked for and suitable for purpose or is it too much information. JTh said that this was discussed at the pre-meet and it was useful information as it was about understanding, the top one was aligned with the NFCC campaign this time and it was about blocking fire exits and is very helpful to see those.
- 6.29 LL to confirm that the Incident Recording System said that regarding the fire fatality [*enter paragraph number*] that they do not know if there was an alarm present but there had been

one previously fitted. JPa added that an alarm was fitted in 2017 when the deceased lived with his mother as she was the vulnerable person. When she died the house was left to him and when we attended the incident the house was in a state of disrepair and there was no working smoke alarm probably due to destructive tendencies.

Questions

- 6.30 JP asked that on page 13 of the paper, what was happening with Ingatestone. There is a target on the availability which is 90% and we are at 28% in March and wanted to know the reason for this. MB said that she would need to go and investigate the matter and come back to JP.

Action 30/21

MB to investigate availability at Ingatestone in March and report back

7. HMICFRS Improvement Plans Update

MB talked the board through the Plan

- 7.1 MB asked to talk about item 9 which will impact on the decision to keep or not to keep reporting on this going forward. JP Agreed.
- 7.2 MB said that as previously reported to the board before, the Protection Improvement Plan is largely complete in response to the HMIFRS findings and there is one aspect which is currently outstanding which is to develop an interactive platform to publish enforcement action. That is being progressed in line with NFCC guidance and timelines and it is important to know that this information is published but the Service needs to be better at it. The service considers that the Performance Improvement Plan has been completed.
- 7.3 The Service undertook a Peer Review with the Head of Protection from Hertfordshire FRS to ensure that nothing had been missed. The Review has been completed with some recommendations which are ones that the Service were already aware of and action has been taken.
- 7.4 The recommendation was to close the Performance Improvement Plan as this was being reported on a monthly basis but there are still come gaps still to close from the Peer Review, and that we bring back the Peer Review on a monthly basis to show the progress on this.

Questions

- 7.5 JP this seems sensible and would not want to be seeing papers for the sake of it. Agreed
- 7.6 JTh asked what the position was on the Business Engagement Officer post, is this still going ahead? MB replied that ECFRS are working with the Chamber of Commerce to try and get some business engagement. There is also work being done with Emily Cheyne and the Comms team to try and get more visibility in the business community. JPa added that there is a pending restructure, the Business Engagement Post is still part of the new structure, but the Service did not want to recruit and then restructure the department. The Service are looking at other options of working with this community, including the Chamber of Commerce and ECFRS Comms Team.

Appendix 1 – Culture Improvement Plan

CB joined the call.

- 7.7 Item 7 there were two HMI papers and one is on Culture.

- 7.8 There is the usual paper for the Improvement Action Plan that the Board see based on HMICFRS recommendation in July 2019. Our proposal going forward is that given how far along we are now and that all of the culture actions are also reflected in the People Strategy Action Plan under the Culture workstream first and the People Strategy workstreams, that it would be prudent to report that together rather than separately. The reporting is being duplicated between the Strand on the People Strategy Action Plan and the Culture Improvement Plan and a move to reporting once will enable us to continue to demonstrate to HMI that the Service has absolute focus on its Cultural improvement Plan and it is reflected in years 3 and 4 of the People Strategy Action Plan.
- 7.9 JP asked if the EDI is picked up in the Quarterly Reporting. JTh will be picking this up with CB and will come back to the Board.
- 7.10 JTh wanted to say that in the reporting for this month we have the Quarterly People Strategy which contains the same information and can see the logic in not double reporting.

8. Building Risk Review Update

MB gave the monthly update to the board.

- 8.1 This Risk Review runs from August 2020 to December 2021 and the report is around the activity for March 2021.
- 8.2 ECFRS did not meet the proposed trajectory of 15 inspections. The Service know why and have taken action to address this. One action was to move a dedicated member of staff to ensure that it is resourced adequately. There was a delay relating to sending letters to responsible people to ask for the details of their building systems and we were experiencing a delay getting the information back. To remedy this, rather than writing a letter monthly in advance, the Service are writing to all the premises so that there is as much time as possible to respond and not incur any further unnecessary delays. There is a two month buffer at the end of the time frame just in case delays were incurred.
- 8.3 As the Service goes through the program it is identifying more premises. There are currently 222 premises, 92 of which have been inspected.
- 8.4 The Green text on the paper gives the updates and the black text was for the previous paper. MB asked JPa to take this way and rectify the confusion on the paper in time for the next P&R.

Action 31/21

JPa to update the Building Risk Review report and remove the previous month's information to prevent confusion.

Questions

- 8.5 JTh said that this month's report states that a new dedicated member of staff was being used. Is this in addition to the officer that was moved across from last month or the same person? JPa replied that this was an additional person.
- 8.6 JTh noted that there was a couple of buildings on the list where they have already been inspected and remediation works have taken place, one stood out in particular on Page 6 (last yellow). It has cladding, it has been approved for the government funding, it does not have a waking watch in place. Is there a risk to resident safety, as it appears that the work has not yet started, and no other safety measures in place? MB as this is amber, there must be a reason for that, and MB asked JPa to set up a meeting with someone who can talk through

this as JTh & JP are looking for a lot more detail. JP this would be very helpful, when we looked at the ambers, they appeared to be riskier than the red items which was JP's concern. MB confirmed that the rating has been set by NFCC and not ECFRS on these. MB additional information could be put if required in the report to make this clearer.

Action 32/21

Resident safety is specific building to be picked up as part of the virtual meeting with the BRR team and any additional detail incorporated into future reports

9. Procurement Review

- 9.1 KE said that an external review was undertaken by Barkers who specialise in procurement. Barkers are currently working with the 7F Procurement Team and are receiving good feedback from 7F on how they have helped to assist them in refining their processes and identifying better abilities with efficiencies and contract management.
- 9.2 The plan for the future is that we have agreed with SLT to restructure the current team and their working practices as well as the roles. We are out of sync with other FRS around the roles and responsibilities.
- 9.3 NC and KE will be taking the team through the report and it will be formally communicated to them about what the next steps will look like and what it means for them individually and the team.
- 9.4 As this could be fairly disruptive, KE would like to continue to deal with the restructure and redesign and also get a grip on the processes and contract management within the procurement function and bring it in to a more centralised approach as it is a bit disjointed at present. The procurement team deals with mainly low level procurement values. The Service have therefore asked Barkers to continue to working with them in the same way that they have been working with 7F to help to get the process management and visibility with all things procurement right whilst we undertake the restructuring and redesigning of the team. KE said they did not want to lose any time in terms of sorting it out and then putting a new team in place and it should complement each other.
- 9.5 It will be challenging over the next 3 to 6 months but the result will be a much more efficient, functional, knowledgeable department with better visibility to the organisation about how we manage procurement. In the longer term the objectives are more collaborative with how we engage with other FRS and the police.
- 9.6 JTh asked about the organisational chart, what was the rationale for removing stores and purchase order raising into a new function of Business Operations, as normally procurement and supplies would work together. KE replied that what was being focussed on is the business front end in terms of how the Service procure and how they contract manage etc. The stores element is more on how we distribute items around the organisation. This needs to be explored more fully as supplies are delivered into a central point and then are distributed to stations across Essex and there are better ways of managing this service. Supplies could be delivered straight to the source. This will be more informed once the procurement function at the front end has been resolved.
- 9.7 JTh noted that KE will be putting a business case re working with Barkers and about them needing to save more than they are costing but JTh is concerned that Barkers were talking about a saving on removing the stores function and there seems to be a saving removing the purchase order function but it is not really a saving to the organisation as these things still

need to happen. JTH feels that the report is a little misleading regarding the finance and the costs and wanted to flag.

- 9.8 KE said that the Service are mindful of this and have a follow up call with Barkers to look at those next steps, as what was agreed with SLT was that working with Barkers was agreed in principal, but we need to see in more detail what they are going to do and what are they going to say. The Service doesn't want to be told information that they already know. Barkers work with the Service on a contract basis and are confident they can make cashable savings greater than their cost.
- 9.9 JP asked KE is this highlighted as a risk with the procurement and value for money side of things? Following the review from Barkers does KE feel that the risk has increased/reduced or stayed the same? KE does not feel that it has increase and does not think it will reduce until the actual measures are in place. It has helped the Service reaffirm from an expert independent review some of things that were already known but provided the Service with the best solution on how to tackle and manage those issues. The savings will be seen and come down over the coming months.
- 9.10 JP asked if there if there were any immediate changes that can be made which would reduce some of the risk that was picked up in the review. KE said that this reinforces the purpose of working of them whilst the Service are undertaking the people restructuring side. What Barkers can do for the Service is increase their visibility on the data which will give the ability to map and make decisions quicker and earlier. This is particularly around procurement and contract management. It is Barkers intention to pull out the three highest value contracts and see what we could be doing with those to gain efficiencies, value for money savings and not to be in the position of rolling on contracts, especially where they are not aligned in some instances.

10. Protection Improvement Plan – Peer Review

Item 10 was discussed under item 7 and therefore not revisited.

11. Annual Plan 2020-21

- 11.1 RHy said that as colleagues had already had a read of the paper he would go straight to questions.
- 11.2 RHy thanked Lucy and the team for pulling this together and the governance around this. This paper shows the achievements made in 20/21 against the Annual Plan. It shows activities that have been completed and indicates the areas that are rolling over to the 21/22 Annual Plan.
- 11.3 This is the first year that ECFRS have brought together the Annual Plan that brings together the vast amount of work that is going on across the organisation into one place so that it is easier to track and monitor.

Questions

- 11.4 JTh said that it was a very good report and it was very clear to follow through the items that had been rolled over and the reasons why. JTh thanked RHy for the report. JP Agreed
- 11.5 JP asked what the next steps were in respect of this report and the next report? RHy said that the report could be closed off if JP is happy and the new Annual Plan went to the Strategic Board in March and the Service are now beginning the work in terms of the new plan.

- 11.6 RHy said that the P&R Board may wish to consider that RHy and JTh had a conversation as to whether some of the completed activities to be used to form the Deep Dive Program for this year, a conversation may be needed to determine which area are advantageous to the Board and the Service. JTh will pick this up with RHy ready for the paper in June.

Action 33/21

JTh to meet with RHy to discuss how activities from the Annual Plan can feed into the refreshed Deep Dive programme

12. People Strategy Update

- 12.1 CB talked through the People Strategy and Action Plan. CB said there are two main highlights
- 12.2 The first workshop regarding years 3 and 4 is not covered in the paper. A paper was brought to the Board last time showing how the maturity models were reflected, the starter feedback and the Peer Review feedback. The first workshop happened last week and there are several more to go through up until early May with a view to bringing back year 3 & 4. There is no change to the Strategy itself

13. L&D Strategy

- 13.1 CB said that there were three areas of note in this report.
- 13.2 The first six cohorts of the Leadership Development Program are full and underway.
- 13.3 The first deep dive into the performance of that takes place in a weeks' time with the provider and will get under the skin of the statistics that the Service getting. There is good initial feedback
- 13.4 There are some numbers coming through the Core Learning Pathways which are on the low side and there is a comms plan in place to encourage participants and to check that they are attending. The quality of the product is there, and the Service need to ensure that participants are aware of it through the communications.
- 13.5 Regarding the Competency Recording system, phase 1 went "live" on 1st April and the majority of the operational personnel have gone live with relatively few issues, with post-go live workshops next week if anyone has any questions., testing functionality etc.
- 13.6 Phase 2 of the Competency Recording System is in the planning stage and will deliver the competency recording for the staffing specialist role and the Station Manager/Group Manager roles plus the e-learning platform that is intending to take the mandatory training to the next level.
- 13.7 PBI said that it has been good to see some comments on LinkedIn. Colleagues in the Service are proud of obtaining their ILM qualifications. This seems to have landed well with the service and seems to have had a boost to staff moral due to the investment in them.

14. Operational Training Strategy Update

- 14.1 As only a couple of weeks have passed since this was last reported, the indicators in this report are very similar. There is one "Red" which was on Train the Trainer stat which is back on track again now.
- 14.2 JTh noticed that the upgrade of the training facilities would come to a point where it would be handed over to Property Services. How will this be tracked as it is part of this Strategy. CB

said that the project closes at the point of their designs being allocated and they are ready to be built. CB will be receiving monthly reports on the progress through the Property Governance and the project is currently four weeks behind on Phase 1 due to contracting delays in Covid.

- 14.3 KE added that there is a Property Group meeting being set up where matters and subjects like this will be monitored and reported on so that there is a much better oversight on what is happening.
- 14.4 CB this is a subject in conversation and encouragement to keep those activities moving. There have been delays due to Covid which has been frustrating for all parties concerned, but they are committed to delivering in a reasonable timeframe.
- 14.5 Regarding the Core Skills Assurance Program Phase 3 which is the extrication of casualties from entrapment and RTCs, once this project plan has become designed and launched it becomes business as usual. There have been 34 sessions which is 211 firefighters and feedback has scored a mean of 4.4 out of 5 which does include one feedback which was completed using n/a the whole way through which needs to be counted as a zero which lowers the mean.
- 14.6 The Quality Assurance framework means that there are standardisation meetings in place.
- 14.7 Out of the 211 people taking part so far, there has not been any further learning and development required. The course construction of the programs is designed to give us assurance that the firefighters have the best skills.
- 14.8 JP said that this work is very impressive and when they are looked into at the pre-meet, everyone is very encouraged by the report and the work that has been done.

15. On Call Development Programme – Quarterly Update

- 15.1 MB said that this is an update from the O/C Development Board which Jo Turton chairs. The programme is there to develop improvements in the way we work with and support our O/C colleagues, and this is the second tranche of the programme. The Service is currently working through two main workstreams:
- 15.2 The first workstream is attraction and employer of choice which KE sits over as sponsor. This oversees onboarding and recruitment and there has been a lot of work to streamline and improve the experience. There is also planned flexible and reduced commitment contracts which should make being an O/C Firefighter more accessible to more people in the community. MB is also looking into O/C Development Pathways and there are big pieces of work currently being reviewed by KE of all the long term temporaries and ensuring that they are resolved and made permanent.
- 15.3 The second overarching workstream is valuing O/C Employees which CB is overseeing. This concerns obtaining feedback from O/C colleagues and one of the items that is being focused on now is feeling safe, having a voice, psychological safety, and being heard. It is important to make the O/C colleagues feel motivated and engaged and that the Service offers effective and accessible training. The workstream is largely driven by the Employment Engagement Survey and a lot of further employment engagement activities that the whole of SLT have undertaken.
- 15.3 MB suggested that the Board look at the table of benefits and the expected delivery of those benefits as well as how to measure those at the bottom of the paper. A summary of the risks is included as well as a Stakeholder map and Comms & Engagement Plan

- 15.4 PBI It is good to see that this is being maintained as a dynamic program considering the more up to date feedback as you get it. PBI is pleased to see that the Service has quickly taken action to incorporate the findings of actions of the Staff Survey into the approach.
- 15.5 JP mentioned a comment that was discussed at the pre-meet. Whilst it is good to see, it needs to be pushed a little more and is taking too long. MB will take this to the next Board Meeting.

16. Dovercourt Action Plan

- 16.1 MB said that the Dovercourt Conversion is part of the O/C Conversation Project. It has now converted but there is still an action plan being reported back to P&R and the Governance Board for visibility of what is being done. It is largely delivering but still aiming for a full-time equivalent of 24 and has recently increased this to a full time equivalent of 13.5. The station has been supplemented with W/T resources i.e. a Crew Manager and Station Manager. The secondment period has been extended to March 22 to ensure that the station has the resources that it needs, and this will be subject to review.
- 16.2 There have been both a response driver and an Officer in Charge who are currently and unexpectedly on long term sick leave which has had an impact on the availability of the second appliance.
- 16.3 There is a Recruits Course currently underway at Dovercourt which will go some way to fill the gap but it is about the specialist qualifications for the Drivers and OIC and not about the number of people that we have working there.
- 16.4 JTh pointed out that the last couple of papers that had come through had a summary of changes on the front, this one has not got it. Can we please have the summary as it makes it easier to see the changes since last month? MB will ensure that this is on the next update.

Action 34/21

MB to ensure there is a summary page on future Dover Court Action Plan update detailing changes since last report

- 16.5 JTh said that there are a couple of activities on the paper that have not come to fruition and are showing up as "yellow". It appears that nothing has happened which is not a true reflection as things have changed in this respect. MB noted this and will ensure that it is reflected in the next update

AOB

There are no items for AOB

Meeting ended at 11.31am