

MINUTES

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

28 July 2021 10.00 – 12.13pm Video Conference

Present:

Jane Gardner (JG) - Chair
Janet Perry (JP)

Deputy Police, Fire and Crime Commissioner (Chair)
Strategic Head of Performance & Resources, PFCC's
Office

Rick Hylton (RH)

Deputy Chief Fire Officer, ECFRS

Neil Cross (NC)

Finance Director and Section 151 Officer, ECFRS

Moira Bruin (MB)

Director of Operations, ECFRS

Jim Palmer (JP)

Asst Director – Head of Prevention and Protection

Colette Black (CB)

Asst. Chief Exec – People, Values & Culture, 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

Pippa Brent-Isherwood (PBI)

Chief Executive & Monitoring Officer PFCC's Office

Leanne Little (LL)

Performance Analyst, ECFRS

Karl Edwards (KE)

Director of Corporate Services, ECFRS

1 Welcome and Apologies

JG welcomed everyone to the meeting. Apologies had been noted.

JG informed the meeting that the papers had been thoroughly read and asked that the salient points only were raised for discussion at their items.

2 Minutes of the last meeting

Minutes of the previous meeting were agreed for accuracy and there were no matters arising that were either on this agenda or on the action log or forward plan. Minutes as agreed.

3 Action Log

103/20 – O/C availability- due September. Open

09/21 Work has been commissioned with animation which will take 5 weeks to be developed – move due date to August or Sept. Agreed. Open

14/21 Finance Training. Not currently due. Open

18/21 Building Risk Review – session with elected members booked for 17.09. Propose Close

22/21 New report template – Now agreed and papers from August will be on new template. Open

24/21 Not due. Open

29/21 Not due. Open

36/31 Wording re outturn which has been explained within the accounts and comparison year on year. Propose Close.

38/21 The Finance pack has now been updated. Propose Close.

39/21 Not Due. Open.

43/21 The properties were confirmed at the last meeting Propose Close

45/21 Rhee asked if there was a contact in Nottinghamshire Police. JTh had tried to make contact but had been unable to find a contact

46/21 Re the Disciplinary Policy which is on the agenda for September Strategic Board. Propose Close.

48/21 JTh spoken to Alison for meeting for JG and JTh to discuss. Open.

49/21 Re the Monthly Finance Report for NC to make a comment around adjustment and charge. This is included in exec summary of finance report. Propose Close.

50/21 LL sent more details on fire related casualties. Proposed Close.

*51/21 KE – CB to update in meeting. JTh to come back to this action once CB joins.

52/21 Propose Close.

53/21 There are not currently any Decision Reports with the Commissioner, but they will in future include background paperwork. Propose Close.

54/21 CB proposing that the Service works with inclusive employers on accreditation and CB will scope it out further if agreed. Agreed. Open.

55/21 PSEA CB to speak to DH to talk this through not arranged. Open.

56/21. JP stated the narrative should be individuals with these protected characteristics not as stated at the moment. It was agreed she would talk to CB . Open.

57/21 JTh has discussed with Lucy Clayton and the Deep Dives have been reprofiled and booked in diary to fit in with the HMICFRS Inspection. Propose Close.

58/21 Regarding missing due dates in Quarterly Annual Plan. Sessions have been held with all the leads and all activity has due dates. Propose Close.

4. Forward Plan

4.1 Standing items are unchanged

4.2 No current substantive items.

4.3 For Update

- Quarterly Ops Assurance Report
- Quarterly H&S Report
- Dovercourt Action Plan (P&R 21/21)

4.4 JTh said that a couple of actions had been moved to August as it was thought that the Q1 Performance Report was coming in August when it is due in September. If correct JTh will change the due dates in the Action Log. LL confirmed and it does align with the reports during the rest of the year. JG agreed to change the due dates. JP added that she believes the

Quarterly Report goes to the Panel and to check that the September dates fit. JTh to check panel dates

Action 59/21

JTh to check the dates in the action log as the Quarter 1 performance Report is coming to the September Meeting and not the August Meeting and to check that this is aligned with the Panel dates.

RHy asked that for October meeting please to add the informal feedback from HMICFRS inspection.

Action 60/21

JTh to add to the Forward Plan for October, Informal Feedback from HMICFRS Inspection.

JG informed the meeting that all the papers have been read in detail and that salient points are needed only.

5. Monthly Finance Report

Balance Sheet

NC updated the Board on the Q1 June 2021/22 Finance update

5.1 On Page 3 the YTD Surplus position is £722,000 which is slightly ahead of original plan.

5.2 The Forecast will be available in next month's pack

5.3 The Balance Sheet and Cash Flow reporting has been included for the first time

Questions

5.4 JP asked NC if the finance report could include the balance sheet and cash flow every month. NC agreed to do this.

Action 61/21

NC to include Balance Sheet and Cash flow in future monthly finance reports

6. Monthly Performance Report

RHy talked through the Performance Report in the absence of LL.

6.1 Incidents remain static.

6.2 Most of the harm is from people involved in road traffic collisions. Last month 61 people were seriously injured in road accidents with 1 fatality.

6.3 Accidental dwelling fires is the other main area of harm. The profiles in the document show the people that are injured are not in the same demography as those killed. The people that are injured tend to be younger people either cooking/distraction or injured from trying to put out fires, suffering from minor burns. There have been 7 deaths within this calendar year, which is high for Essex, Nationally it is a mixed picture across the country, with some seeing a rise in fire deaths and others seeing a reduction.

6.4 Availability continues to be a challenge. ECFRS are suffering with isolation, which is having an impact in terms of availability on both W/T Stations and O/C.

- 6.5 The impact of 2nd Pump availability is also affected and is dragging down the overall figure. It is helpful to see that figure amalgamated together it shows a reduction largely due to O/C 2nd Pumps which the Service are nationally struggling to recruit. The 1st Pump attendance is in a much stronger position.
- 6.6 It is a struggle to get the attendance time down to 10 minutes. The Response Strategy is not rolled out yet but if the figures are correct then the Service should see the attendance times improve once it is.
- 6.7 There has been an improvement in Fitech passes
- 6.8 There has been a slight increase in staff turnover at 8.5% which is expected with retirements out of the W/T Service and as O/C resets after the pandemic there will be some churn in this area.
- 6.9 The numbers of Prevention referrals are increasing. Operational Crews are now delivering safety work. RHy thanked MB for all her work in this area.
- 6.10 Protection continued to be a challenge for the Service. The workload in this area has increased and more resources are being recruited and people will need to be trained which takes time.
- 6.11 There is a new area Manager who is looking after Protection and a new Head of Protection who can look at this with fresh eyes. MB added that the Service can comment further on some of the gaps. The most obvious gap is several audits that have been done against the Risk Based Inspection Program but there is a plan in place to address the backlog within the year.
- 6.12 MB confirmed that there are now at 7 fatalities from accidental dwelling fires. A Report has been commissioned for the Service to understand what is happening. There is a focus on causality, commonality, trends emerging, to see if there is anything that can be done etc to improve target and working practices to provide more of an impact.
- 6.13 Community safety teams are looking at this and working with new area manager and will be able to bring a fresh pair of eyes into what the Protection are doing. The report is due back by 20th August and MB will be able to share the findings.
- 6.14 JG is impressed with the desire to understand and respond in a preventative way and the Community Safety Team are delivering awareness and messaging the candle/caravan death being a prime example of where the service have been reactive.
- 6.15 MB highlighted the item that RHy discussed regarding resourcing in the Protection Team, and will cover in item 8 on the Agenda, which has some information in Appendix 1 with an action plan as to how the resourcing issues will be addressed.
- 6.16 RHy will address the H&S section in the H&S update later in this Agenda.

Questions

- *6.17 JTh questioned why there was no L&D section in the report. RHy replied that CB may be able to advise, this may be due to absence of staff.
- *6.18 JTh asked regarding the ongoing case work numbers on P17 these are still rising for Performance and Attendance is it relating to difficulties to staff coming back into the office? RHy replied that CB should be able to give more information.
- *6.19 JP said regarding L&D, do we probably need to complete this section before the report is published? JG suggested that when CB arrives, we can check with her

6.20 JG said she was pleased to see that the stations and home safety visits are taking place.

7. Protection Peer Review Update

MB gave the monthly update around the Protection Improvement Plan and the Peer Review gives the Service reassurance.

7.1 There are not any overdue actions. There are some Amber actions that are not complete but will still come in on time i.e. around comms plan, duty system specialisms. There is slight concern around resourcing. There needs to be some links into the HR People Strategy to manage longer term resourcing levels. The Service are on track and are focused on remaining areas outstanding.

7.2 JG said it was a good and helpful report and contents have been noted.

8. Building Risk Review Update

8.1 MB talked through the Building Risk Review Update which runs from August 2022 to December 2021.

8.2 This month one building which has aluminium composite screen cladding is flagged as Red, there are 9 Ambers and 2 Green. Appropriate actions have been taken on those as agreed.

8.3 The Service are no longer on track with the trajectory that was originally agreed with the NFCC. There are two main reasons for this, one being the resourcing staffing number and skill levels in the department and there are now an additional 59 buildings that have been identified which were not included in those identified by the NFCC.

8.4 Appendix 1 outlines the actions that are being looked at to rectify the situation in terms of resources and what the Service needs to do to get back on track. MB will report back on those measures by next month.

8.5 Although there are an additional 59 buildings, there is an opportunity to look at these and they have been triaged on risk and highest risk ones first. There were 197 buildings with 137 audits have been with the additional 59 buildings there are 137 to still be completed. MB will bring back a report next month.

Questions

8.6 JG asked, what happens if the Service do not meet the NFCC deadline? MB is confident that the deadline will be met, and some slack was built into the original timeline that will be needed. MB added that if the deadline is not going to be met, ECFRS need to report back to the NFCC asap and will possibly get an extension if needed.

8.7 JG asked if the recent fire has been audited? MB replied that it has, and all the measures were all in place and worked very well. The Risk Information was revisited, the Crews were aware of what was being responded to etc. ECFRS are satisfied that all was run well.

8.8 JP said a greater concern would be if an unaudited building had a fire. JP asked about triage. MB replied that the buildings have all been triaged and the Service look at highest risk first, and they are to be audited by the December cut off. JP asked if the National deadline, was for all buildings to have been triaged or audited as well? MB replied that the Service want to have audited them all.

- 8.9 RHy said that the Service will want to have audited them all and make the buildings safe the requirement in the Building Risk Review is to triage them. The Home Office, MCHLG and the Fire protection Unit for the NFCC requirements will be met. There are more buildings than originally thought and these come with significant implications in terms of rectifying them and realising the inherent risk in Essex. The Service are working to ensure that it works with a large group of buildings to ensure that remediation is put in place quickly. This will be a continued pressure on the Fire Protection Department at a time when the Service is continuing to lose staff and fishing in a pool where everyone else is as well.
- 8.10 JG said that RH is very passionate about this area and she asked with the Service with their expertise to think about what needs to be done in this space going forward.
- 8.11 JTh asked RHy what will make Essex Stand out and how can we be more successful in our recruitment? MB suggested that it may be higher pay. JG said that people want to come to Essex and we need to continue to push this, although money is important this is a vocational job and people want to come where they get the best training and are most valued although she agreed it will no doubt take time.
- 8.12 RHy said that this is an area the PFCC can support by encouraging all partners to play their part in rectifying the buildings, the Fire Service cannot do it alone and will need local authority support. RHy suggested that this could feed into a conversation with MPs such as a summit once the inherent risks are understood and how partners can pull together on this. JG agreed this was a good suggestion and an important message to the landlords and owners of the buildings.
- 8.13 JP asked RHy during the audit of the buildings whether other risks as well as cladding are being identified? MB replied that there are other risks coming out such as bad workmanship, compromise in construction, for example the fire warning system not being up to standard. New buildings are often being built as cheaply as possible. JG said this is not just the Service's problem but also everyone else's involved too. Someone has signed off on these buildings and needs to be held accountable.
- 8.14 JTh said in respect of the summit there are a couple of presentations at the Fire Conference where Services and worked with partners and there are several buildings which have been closed and people have been rehoused which required a big partnership effort. Roger is very keen to support this.
- 8.15 JG thanked MB and her team and was very impressed with the work that is being done in this space.

9. Fire Safety order Consultation and GAP Analysis

- 9.1 MB said that as there was a lot of detail and this had been signed off previously, this paper is for update information only.

Questions

- 9.2 JP asked if there were any issues that needed to be in the risk register. MB replied that the Service's inability to deliver the protection offer is already a risk on the Risk Register, there are appropriate control measures in place. MB replied that as the Service work towards what the new world looks like in terms of fire safety and legislation, there will be a lot of work and reporting. It will be very sighted and visible. JP suggested this comes under control measures and mitigation and to expand on this so that it is visible to the PFCC.

- 9.3 RHy added that strategic risk is about the Service's ability to deliver their statutory function. If there is a gap there will be actions put in place

10. Fire Standards

RHy talked through the paper.

- 10.1 The Fire Standards Board has an ambitious agenda to bring in the fire Standards. this will include consultation and implementation.
- 10.2 Tracey King is responsible for Fire Standards and will allocate to the responsible director who will undertake a GAP analysis of what it means for the Service.
- 10.3 The GAP Analysis will be presented to the Continuing Improvement Board to understand the implications for the planning cycle and then reported through the Improvement Board going forward.
- 10.4 RHy said JTh sits on the Continual Improvement Board, and it would be helpful to understand the level of engagement the PFCC may want

Questions

- 10.5 JP asked whether any of the standards being met featured on the Risk Register? RHy replied that if there was a significant problem to the Service in meeting the standard then this would go on the Risk Register and a GAP analysis would be produced. The Standards are a National Operational Guide. The service has a choice to adapt, adopt or reject and must comply or justify. If the Service does not comply then it must explain why but it is not a statutory requirement.
- 10.6 JP asked who it is explained to? RHy replied that it would need to be explained to HMICFRS, as well as the PFCC. JP asked if there was anything that would not be complied with? RHy replied that the biggest one is Community Risk Management Planning which is the IRMP and that standardizes IRMPs across the Country. This is currently being worked through and that may well change the way in which the Service does its IRMP in Essex. There is nothing at the moment, they are outcome statements so there is nothing to disagree with, it is about how to get there and the resource implications and to deal with the outcome.
- 10.7 RHy asked that in terms of consultation, would this be best to be left to JTh to ensure that there is any feedback to go back into it and the implementation to be taken through the route as discussed. JTh added that the last consultation went very well with Tracey King as this was shared via teams and the document could be co-authored

11. Health & Safety Report

- 11.1 RHy explained that this was a very comprehensive report and gave some headlines from the paper.
- 11.2 There has been a reduction in RIDDOR incidents by 28%, which are incidents that must be reported to the HSE and have a set criterion. On Page 4 there is a correlation table between accidents and RIDDOR. There are less accidents but based on percentage they are RIDDOR reportable and the H&S Committee are aware of this and are currently investigating.
- 11.3 Most injuries come from operational incidents. In 2020/21 there were 106 operational accidents in line with national trends. The injuries are significant but not serious.

Questions

- 11.4 JG was pleased with how the findings are now An excellent report, and she asked that her thanks was passed on to the team for their hard work.

CB joined the meeting at 10.22am

12. Employee Engagement Survey

- 12.1 CB informed the Board that this was an expansion on previous papers there are a couple of key areas around action planning and ownership by the Extended Leadership Team for components of the survey and ensuring that the Service is using the HMICFRS feedback in all of the actions that are being undertaken.
- 12.2 The People Strategy Action Plan is due to come back to the Board in September, JG thanked CB for report, which gives the details needed. It is very helpful to the PFCC that JTh is on the People Strategy Board.

JG there were a couple of points that were raised earlier before CB joined the meeting

- 12.3 * Action 6.18 - KE had an action on special leave paid/unpaid on the difference between paid and unpaid and how this was worked out. The action has been forwarded to CB who said cases are being reviewed for the last 12 months. CB will provide the detail to JP.
- 12.4 * Action 6.19 - RHy said that regarding an update on the Performance Section of the L&D Report. Lucy Clayton has said that the person responsible for this section was on leave when the report was due to be compiled. The person is now back at work and the report will be completed. The report is not published publicly and is shared internally although there has been a delay. It is shared with the PFCC, Rep Bodies and internal staff. JP said to be clear she was referring to the publication by the PFCC. RHy suggested the L&D be appended when available.
- 12.5 * Action 6.20 - Regarding the Performance Report on P17 re caseworker leave figures and the continued increase in attendance CB said that it is more positive place to work as demonstrated by the survey feedback and now moving on to talk about high performance teams with excellent service and delivery.

13. Covid Assurance

- 13.1 RHy said that JG is aware of the background on this. This paper was commissioned following a conversation with RH and JG around getting some external validation that the Service have done everything that was required under CoVID Assurance.
- 13.2 Bureau Veritas were commissioned to undertake the assurance and the Service has received full compliance of supplier issues which have been closed. Having the full compliance is reassuring to staff, especially as staff are beginning to come back into the workplace. .
- 13.3 RHy added that this paper was for the Board's information.
- 13.4 JG said that this was an important message to staff and shows that the Service have cared about the staff throughout the pandemic.

14. Quarterly Learning and Development Strategy update

CB went through the papers reflecting one element from each of the pillars.

- 14.1 Pillar 1 – leadership development. There are 12 cohorts which are full, 125 people were anticipated year on year.
- 14.2 The retention rate is being explored, ideally this would be 100% of candidates still engaging in the programme which takes place over the course of the year. There is an average retention rate of approximately 80% which needs to be investigated.
- 14.3 Coaching sessions show an upturn in the last quarter and the reverse mentoring trial has concluded and was a success and will now be rolled out across the organisation as from September. This was a good experience for both CB and MB.
- 14.4 Pillar 2 – The Programmes have continued. In the future, ILM 7 will bridge the gap between level 5 and the externally run PLP.
- 14.5 The Learnpro system is on track for roll out in mid-autumn and is an excellent system for interactive online learning. An increase in learning compliance is expected as the system will be much easier to use.

Questions

- 14.6 JG commented on the quotes saying that they were very heartening. CB agreed and added that it is making a difference even in the team showing different behaviours. JG said that it will be interesting to see in the HMICFRS inspection, as the culture feels very different from the last inspection and hopefully HMICFRS will notice that too.

15. Quarterly Operations Training Plan Update

CB took the Board through the update focusing on the next steps.

- 15.1 The Project Closure Report and Benefits Realisation are being prepared before September due to the funding coming to an end.
- 15.2 A series of operational training workshops are being undertaken for the next three years. There have been many changes that are impacting on operational training i.e. Fire Standards, Fire Reform and National Operational Guides going forward.
- 15.3 The current key challenges include succession planning with many retirements coming up. The potential police collaboration at Weathersfield, were unlikely to go ahead. A proposal on how this is moved forward will be coming back to P&R in September

Questions

- 15.4 JG asked regarding the succession plan that with the pension situation there would be a lot of retirements being requested, has the impact been more than originally thought or is it still manageable? CB replied that this tied in with the Strategic Workforce Plan that went to SLT, which delved into that in more detail and what was anticipated to happen. Many retirements have not hit yet but they are anticipated that they will do as the pension situation develops. In terms of workforce planning, 36 new Firefighters need to be recruited next year and the challenge is through promotions and attracting people into a W/T firefighting role.
- 15.5 The new leadership resourcing in the succession planning approach is intended to address that gap and currently has approx. 106 colleagues in it. These are colleagues who have stated their intention to want to develop and move into completing a portfolio and the line manager agrees that they have aptitude for objectives that are developmental and then signed off by a panel.

- 15.6 There has been a good response for the vacancy of Group Manager and as it is in transition. For those colleagues that did reply through the MRS portfolio with full objectives, a supporting statement needed to be done through an ADC and a couple of people are being assessed over the next couple of days. Other candidates will stay in the resource pool or the development pool and continue to be invested in over the next couple of months.
- 15.7 JG said that it is good when a plan comes together and thanked CB and the team for the work that has been done on this. JG added she is pleased to hear that ECFRS are thinking and planning forward
- 15.8 JTh asked on Weathersfield when CB intended to bring a paper to P&R. as she would like to include it in the Forward Plan. CB confirmed that this would be September Strategic Board within the Estates Strategy.

Action 63/21

JTH to add a paper including Weathersfield to the Forward Plan for the Strategic Board in September.

- 15.9 JP asked whether the Service could be given notice at any time, to vacate Weathersfield and is there a plan in place? CB replied that there is a business continuity plan and there are two items for the risk register. One of which is to raise the level of the risks following conversations with the property team regarding the leading time for the building. Due to the collaboration opportunity not being progressed the timeframe is now reduced and therefore the risk needs to be increased. There is a strong continuity plan which would be considering utilising external venues but that would not be a long-term plan due to issues such as travel distance, quality control and localised training.
- 15.10 JP asked how long the notice period is? CB replied that she believed it to be 3 months but would need to check this. JP also asked if they would give the Service the heads up? CB would anticipate that the Service would have longer than the contractual notice but are in regular conversation as to how plans are developing.

Action 64/21

CB to check notice period on Weathersfield and feed back to JP

16. Quarterly People Strategy

- 16.1 CB is currently working through years 3 and 4 of the action plan. The Strategy has also gone to the People Board and SLT. The consultation and engagement with the stakeholders was completed at the end of August.
- 16.2 There is an outstanding action for CB to create a Closure Report that summarises everything that has been completed as well as any explanation or carry forward for those items that have not been completed.
- 16.3 One of the objectives was the launching of the Internship Programme. There has been a trial run with a 3-month internship, which tied with the Essex Anchor work. The service would like to offer apprenticeships, internships, and community placements. Work Experience this year has developed and shows great signs of inclusion and diversity. The Service are looking for an appropriate partner to work with and Essex Anchors may be able to help with this.

Questions

- 16.4 JG said that the Councillors and chief Execs mentioned this when the Police and Crime Plan was being discussed that anchor organisations have not been properly referenced. JG thanked CB for being ahead of the game in this area.
- 16.5 JTh said that there is an item regarding developing tools to identify high performing individuals for the talent pool but believed that it had already been started. CB agreed that this had been achieved and this having been explored and developed has become the NRS
- 16.6 JG said that this was a comprehensive report and the work that CB is doing is very heartening and is going from strength to strength and asked CB to thank the team.

17. Quarterly on-call Development Plan Update

- 17.1 MB said the second of the two workstreams is currently paused but the first one the attraction and the employer of choice is going ahead
- 17.2 All the O/C Development Pathways are currently being looked at and the Service have gone through an exercise to substantiate O/C colleagues who have been acting up on a temporary basis for 21 months or more.
- 17.3 The value of the O/C workstream and the value of temporary employees has been paused pending on the redefinition on what the Service want that to be.

Questions

- 17.4 RHysaid, O/C is an important area in RH's Manifesto, and who should he link to ensure that it captures his ambition? JG said to go to her in the first instance

Action 65/21

RHy to liaise with JG on how to link in the work in O/C with RH's Manifesto.

- 17.5 JP asked how does this impact on the finance position going forward in terms of this year and next year? NC said that the OCLO is currently funded via earmarked reserves and there will be a budget next year for an increase in permanent establishment. JP asked if there would be a cost pressure? NC said that there would be an expected cost pressure which should be over £300,000 if the OCLO team are made permanent. There may be benefits that the Service have not yet been able to quantify. JP asked if the Board would be able to see the impact? NC replied yes.
- 17.6 JTh wanted to check on one of the measures regarding increase of availability on O/C appliances. Would that be impacted by the new Response Strategy MB will look at wording and confirm

Action 66/21

Regarding the measures of increased availability on O/C appliances in the Quarterly on-call Development Plan Update, MB to look at the wording and confirm if this would be impacted by the new Response Strategy.

18. Dovercourt Action Plan

MB took the Board through the regular update for Dovercourt.

- 18.1 The first appliance at Dovercourt is at 95% attendance and due to unexpected absences the second appliance has dropped to 31%. There have been staff with injuries which have affected the figures.

18.2 The Service is continuing to attract and recruit, Dovercourt are at the full time equivalent of 16.2 members of staff.

Questions

18.3 JG said it is disappointing the second pump is at 31%, However the first pump is good.

AOB

JP requested that for this meeting and future meeting that there is an item confirming the publication of papers and which should be published. JG agreed and said this would be an opportunity to reflect and reassure the Board that the correct papers are published.

JTh has previously published the papers and does not publish anything that is official sensitive. JTh also scrutinises the minutes for any specific references to organisations or individuals.

JP said rather than minutes being redacted there should be Part B minutes so that the information is not lost. RHy agreed but it may be worth taking some advice

JP said there are specific reasons for not publishing and the list needed to be shared

JG said that she agrees with caution as it is right that the Service remain open and transparent with the PFCC and therefore the PFCC should have a Part B minute when required. The openness in dialogue in this meeting is very important and she does not want the Service restricted due to papers being published.

End of meeting at 12.13pm