

## MINUTES

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

30 September 2021, 1400 to 1600 via Microsoft Teams

#### **Present:**

Roger Hirst (RH)	Police, Fire Crime Commissioner (Chair)
Jane Gardner (JG)	Deputy Police, Fire and Crime Commissioner (Chair)
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
Leanne Little (LL)	Performance Analyst, ECFRS
Janet Perry (JP)	Strategic Head of Performance & Resources, PFCC's Office
Jo Thornicroft (JTh)	Head of Performance & Scrutiny (Fire), PFCC's Office
Camilla Brandal	Minutes, PFCC's office

#### **Apologies:**

Rick Hylton (RHy)	Deputy Chief Fire Officer, ECFRS
Pippa Brent-Isherwood (PBI)	Chief Executive & Monitoring Officer PFCC's Office
Colette Black (CB)	Director of People Services

#### 1 Welcome and apologies

RH welcomed all to the meeting and noted that apologies had been received from RHy, PBI and CB.

#### 2 Minutes of the last meeting

- 2.1 MB asked that at paragraph 6.12, Mark Johnson's title could be inserted (he is the Head of Analysis in Essex Police's Strategic Change and Performance Command).
- 2.2 There were no further amendments to the minutes of August's meeting and they were approved.
- 2.3 There were no matters arising.

#### 3 Action Log

103/20 Performance Report – On Call availability  
Both monthly and quarterly reports show availability by call sign.  
Close.

- 009/21      Dovercourt – Joint Key Stations  
 Animations created to show key stations. KE showed Board the draft animation. After a discussion, it was agreed that core stations ought to be shown on the map, an item on something around oncall cover if a core station is used, increase the number of replacement crew from 3 and reference 50 stations rather than 50 plus. Final version to be brought back to P&R before publishing.
- Action: 073/21**  
**Core stations ought to be shown on the map, an item on something around oncall cover if an oncall core station is used, increase the number of replacement crew from 3 and reference 50 stations rather than 50 plus. Final version to be brought back to P&R before publishing.**
- 014/21      Finance Training  
 Recruitment has taken place to fill the 6 month placement, but the due date for the non-finance expert training will be pushed back to end of the year. Due date changed to end of financial year
- 024/21      Finance Report – Variance in OC costs  
 JP had asked for information for Full Time Equivalents to include overtime from on-call personnel. NC and JP to take offline. Change the due date to October.
- 029/21      Monthly Performance Report  
 Paper added to the Forward Plan for October. Close.
- 039/21      Monthly Performance Report  
 Attendance times and impact from Covid included in this month's report. Close.
- 045/21      Annual Workforce Plan Update  
 CB contacted Nottinghamshire Police, reviewed information and picked up a number of points. Support group references to be put onto the website. CB will look to develop further. Close.
- 048/21      Operational Assurance  
 Meeting debrief scheduled this week. Close.
- 055/21      Public Sector Equalities Act Objectives Update  
 CB met with DH around PSED and review of objectives agreed. Close.
- 065/21      Quarterly People Strategy  
 Link in on-call work with manifesto – meeting in calendar to discuss priorities. Close
- 067/21      Forward Plan  
 Meeting scheduled for 5 October.
- 068/21      Finance Report  
 Clarification of annual pension grant (allocated to grants in advance and July pension difference). Close.

- 069/21      KSI Data  
Figures reported differ between ECFRS and Essex Police. JT and Suzanne Harris (in PFCC's office) will work together to address the alignment. Close.
- 070/21      Protection Funding  
Paper proposed for November to outline the issues of the BRRP on RBIP, with a view to a full paper in Strategic Board in December (to also include impact of Fire Safety Bill).
- 071/21      Attacks on crews  
MB meeting with Comms to discuss Bonfire Night messaging. Close
- 072/21      Publishing of Papers  
BRRP – suggestion of removing addresses in report not agreed but if the paper is published, then the paper is redacted for publishing. RH did not want to lose the address information provided in the paper. Addresses to be redacted before publishing. Close

#### 4 Forward Plan

- 4.1      JT confirmed the only changes will be the addition of the paper on county-wide availability for October, and the Protection funding paper for November.

#### 5 Finance Report

- 5.1      NC presented the finance papers and confirmed from the Executive Summary that there had been a deficit of £137k in August (with the YTD total spend resulting in a surplus of £853k), total pay costs showed an overspend which included £100k for whole time pay protection and £70k pay protection payment (Waltham Abbey) and the first part of the Grey Book pay award. Total non-pay costs showed £59k underspend which mainly related to an underspend in community safety and home safety along with lower travel costs. The forecast now showed a movement from the surplus of £92k to a deficit of £242k in general fund position with the key movement relating to the inclusion of the 1.75% pay award (Green Book).
- 5.2      NC confirmed that the Balance Sheet (Page 9 of the report) is still fairly new for this year but set out the assets, liabilities and reserves position. The line items marked with an asterisk are the ones anticipated to change prior to the year end statutory close position. NC confirmed that the key movements had been a £1.2m movement in the short-term debtors (reclassification resulting from audit) and pension costs for August.
- 5.3      NC went through the Treasury and cashflow figures, noting that following the approval of the TMS where it was agreed to bring all the investments in line with each other by 30 September, this has been achieved. JP confirmed that next year's TMS will be run in tandem with Essex Police's TMS and thanked NC and the Finance Team for the work done so swiftly this year to align everything.
- 5.4      NC confirmed that the capital spend is fairly low to date but there is a committed purchase order for the fire appliances in 2022 and works to be done to property. A brief discussion took place around the delay to the Shoeburyness contract and the updated decision sheet. The fire appliances order may be brought forward from March 2022 to December 2021/January 2022 following information from Scania. KE confirmed that better profiling needs to be undertaken against the planning of the

capital protection works. KE also confirmed that he would be visiting Hampshire to see how they do their benchmarking work.

- 5.4 RH asked if there could be an additional column put in showing the slippage from last year and NC confirmed that this could be done.

#### **JP left the meeting at 1449**

- 5.5 NC confirmed that the collation work relating to the baseline budget templates was underway and JP and NC have reviewed the initial paper for the Police, Fire and Crime Panel. This paper will also include a budget process update line on the summary page.
- 5.6 NC confirmed that the accounts have now been published.
- 5.7 RH thanked NC for the finance report and wanted to commend him and team for a really useful document that is informative and is becoming increasingly accurate in terms of budgeting (particularly around the business as usual items).
- 5.8 RH asked about the percentage variances and NC explained the items on Page 7 where they are set out (deficit, two pay awards and employment costs).
- 5.9 JG wanted to thank NC and the team for the finance papers and all the work done in the production of the figures, and also for getting the accounts signed on time.

#### **6 Performance Report**

- 6.1 LL went through the Key Statements on the Performance Report which included updates on incident attendance numbers, improved response times, availability, campaigns, data breaches, statutory requests, HR development, focus on professional development learning data in Civica, audits on Risk Based Inspection Programme, Home Safety Team visits, refresher training for volunteers and safeguarding referrals.
- 6.2 A discussion took place around the total pumping appliance availability figures for August, and it was confirmed that MB is looking at the current leave policy which allows for several people at one station to take leave at the same time, and which may have impacted on the availability figures for August. It was agreed that MB would take this away and report back with an explanation/ proposed action plan.

#### **Action: 074/21**

**It was agreed that MB would take the pumping appliance availability figures away and report back with an explanation/ proposed action plan.**

- 6.3 LL confirmed that the figures included all available pumps (first and second) but this could be split. A meeting to discuss the measures around availability will be held in a couple of weeks. JG commented that it would be good to see the split, i.e. first, second, third etc to see the real issue. JG wanted to commend Chris Parker on his work around the increased attendance at suicides and confirmed that he has joined the SET Suicide Prevention Board. JT confirmed that on Page 14 of the report, the low availability figures were shown in a bit more detail.

#### **JP joined the meeting at 1509**

#### **JT left the meeting at 1510**

- 6.4 A discussion took place around the skill sets, training provisions and recruitment for on-call crews. It was agreed that a Deep Dive would be scheduled in for on-call pump availability.

**Action: 075/21**

**It was agreed that a Deep Dive would be scheduled in for on-call pump availability and training provisions.**

**JT joined the meeting at 1517**

- 6.4 JG commented that the work that Donna Bentley has been doing around safeguarding (and her secondment to the NFCC in this space) needs promoting as Essex being a leader of significant work in the safeguarding space.

7 Protection Improvement Plan Peer Review Update

- 7.1 MB confirmed that the paper included an update on progress against the Protection Peer Review Action Plan which was commissioned in November 2020 in response to the recommendations outlined in the HMICFRS areas of concerns for protection.
- 7.2 MB confirmed that there was still one red objective outstanding around the recruitment of the Business Engagement Manager. It was agreed that this item would stay on the Forward Plan until it had been concluded after the latest HMICFRS outcomes were known. It was agreed that MB would find out about the red objective and whether the date of 30 September for the recruitment of the Business Engagement Manager had been met, and would circulate via email to the Board. [Subsequently in the meeting, MB confirmed that Station Manager Tim Rickard, the new Business Engagement Manager, starts on 4 October 2021].

8 Building Risk Review Update

- 8.1 MB presented the update on the progress made against the NFCC's Building Risk Review August 2020 to December 2021. The progress update confirmed that 68 audits needed to be completed along with 12 from the additional list and these are on track to be complete by December 2021. The paper included a remediation and enforcement update to track activity.
- 8.2 JP asked whether the properties are being dealt with in order of risk, and MB confirmed that this was the case.
- 8.3 JG commented on how much hard work and commitment the team have put into this piece of work and that they have got the project back on track.
- 8.4 A discussion took place around the proportionality issue and how this can be demonstrated and possibly establishing a local protocol to address this. MB agreed to take this issue offline and bring back to the Board.

**Action: 076/21**

**MB to consider the proportionality issue with a view to establishing a local protocol, and report back to the Board.**

9 Q1 Performance Report

- 9.1 LL went through the Q1 Performance Report and updated on items that included incident attendance, response times, pumping appliance availability, non-residential

fires, audits completed, Accidental Dwelling Fires, deliberate fires, fatalities from fires and water related incidents, home safety interventions, killed or seriously injured figures, false alarms, diversity metrics, working time lost, sick leave, employee relations cases, FOI, SAR and EIR requests, complaints and training.

- 9.2 A discussion took place around the special service incidents and the figures for reporting purposes. It was confirmed that LL would log the RTC figures separately (from minute to minute) from the special service incidents (mostly water incidents).

## 10 Property Performance Report

- 10.1 KE presented the paper which contained context and assurance regarding how the Service manages the estate with regards to asset maintenance. KE confirmed that he had initiated a Strategic Property Group with the aim of bring stakeholders across the Service together to ensure delivery of the works in the property portfolio. KE confirmed that a property and construction specialist is being sought to be part of the procurement team which will improve results. KE also confirmed that there will be an independent review of Property Services to gain a better understanding of what is being done and what can be done with the purpose of addressing and identifying the levels of spend.
- 10.2 JG thanked KE for the paper which gave a very clear idea of what works were contained within the property portfolio and it will be interesting to see what the outcome of the meeting in November will produce. RH commented that it was good to see the business as usual work but wanted to know whether data is being used to prioritise works? KE confirmed that in the past the surveying work had been done but the works had not. KE hoped that these issues would be addressed by the independent review that will be carried out. RH commented that he looked forward to seeing this feed into the Annual Plan and Capital Programme.

## 11 Digital and Data Strategy

- 11.1 KE confirmed that this was the first quarterly update of the Digital and Data Strategy following June's Strategic Board. Items to update on were Voice, networks, data insights, data quality, infrastructure and security, applicant tracking system, OSHENS replacement, workforce management, expenses, intranet and service website. KE confirmed that a decision sheet will be prepared outside of the December Strategic Board to deal with the upgrade of the network/intranet service.
- 11.2 RH commented that this was a good report to read and it was good to see that the work was being done but whether the next report could include milestones/ timeframes. JG commented that it was so good to see that yet again ECFRS are at the forefront of implementing particular types of strategies.

**Meeting paused at 1602**

**Meeting reconvened at 1608**

## 12 Quarterly Annual Plan Update incl Fire Standards Tracker

- 12.1 MB presented the quarterly update as at 26 August which gave progress updates on the 45 identified activities from the Annual Plan. Appendix A to the report gave an update on the completed activities, Appendix B listed emerging activities, and Appendix C set out the activity description changes.

- 12.2 RH asked about the Medium-Term Financial Plan's savings plan re profiling and NC confirmed that the profile objective was to get the MTFP to Strategic Board as a matter of routine which is now happening every quarter.
- 12.3 JP asked about the risk on Page 5 of the Plan that sets out Risk AP202122-16 and reducing risk in rural areas through the increase in Home Safety Checks by operational crews and that the ECFRS Audit Committee members had asked for more information. KE confirmed that it had been agreed in the Audit Committee that a Deep Dive paper would be produced to deal with this issue.
- 12.4 RH asked if he could have a summary on the overall changes (i.e. new items and financial implications) to the Plan. MB agreed to take this request away and get a summary produced.

**Action: 077/21**

**It was agreed that MB would get the Service to prepare an overall summary to the Plan which dealt with the new items and their financial implications) for RH.**

### 13 Quarterly Grenfell Phase 1 High Level Action Plan

- 13.1 MB presented the quarterly update on the Action Plan and it has been recommended that the oversight function of this Plan be moved to the Operational Change Programme which would allow for additional governance and monitoring of future progress. MB confirmed that the report for the next quarter will have more detail in it following the change of governance.
- 13.2 RH asked if a copy of the Plan could be provided to the PFCC's office so that it can be saved on their shared drive as the PFCC's office does not have a copy. MB confirmed that she would send this through to JT.

**Action: 078/21**

**MB to send JT a copy of the Grenfell Phase 1 High Level Action Plan so that it can be saved on the PFCC office's shared drive.**

- 13.3 MB confirmed that all the items that the Service could do in isolation have been addressed but that the outstanding items require input from other agencies.

### 14 Quarterly Risk Review

- 14.1 MB presented the quarterly risk review which set out the changes and progress to the Strategic Risk Register over the past quarter. There were 13 risks to report (8 amber and 5 yellow). One of the key changes was around risk 0029 which concerned staff in self-isolation which had gone to 'likely' but following a review by MB, had been de-escalated to 'unlikely' as measures have now been put in place. Risk 0020 dealt with operational training which has now been split into two separate risks (a new one to deal with hot fire training facilities at Wethersfield). The third risk 0026 around ICT failure reported the impact decreasing from amber to yellow following the Digital and Data Strategy now being implemented. There was a new risk 0031 around Cyber security which had some new mitigations against it.
- 14.2 A discussion took place around the Wethersfield site and the public consultation for two new prisons (it would not directly affect the hot fire training facilities at present, but the MOD were hoping to clear the site completely). It was agreed that KE would forward his briefing to RH which would include options.

## 15 Quarterly Change Programme Update

- 15.1 MB presented the update on the Change Programme and confirmed that there were a number of projects that were currently listed as amber; On-Call conversion finances, operational training, control room project, competency management project and the Voice project. KE confirmed that the Remsdaq project has not completed (80% has been completed) against a date for completion of May 2021. RH asked whether this would have an operational impact? KE confirmed that the risk at present is no greater than it was a year ago but will remain as listed as high. A brief discussion took place around this project and the steps that would be taken.

## 16 Quarterly On-Call Conversion Update

MB updated on progress with the completed conversion at Waltham Abbey, and the proposed conversion at Great Baddow and South Woodham Ferrers. MB updated on timescale issues, contracts and training.

## 17 Dovercourt Action Plan

- 17.1 MB updated on the Plan where the on call establishment remains at 15.5 with 1 new applicant in July and 7 applicants waiting for approval. MB also updated on the availability, operational risk and community safety, development of personnel and station culture.
- 17.2 A discussion took place around the exit strategy and funding, availability, mixed crewing policy and additional shift working. RH asked if the before and after conversion availability figures could be shown and comparison figures could be included in the Plan.

### **Action:**

**It was agreed that the before and after conversion availability figures could be shown as comparison figures and included in the Plan.**

## 18 Any Other Business

There being no further business, the meeting closed at 1652.