

MINUTES

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

21 December 2021, 1400 to 16.28 via Microsoft Teams

Present:

Roger Hirst (RH)	Police, Fire Crime Commissioner (Chair)
Rick Hylton (RHy)	Deputy Chief Fire Officer, ECFRS
Moira Bruin (MB)	Director of Operations, ECFRS
Neil Cross (NC)	Finance Director and Section 151 Officer, ECFRS
Colette Black (CB)	Director of People Services
Jo Thornicroft (JTh)	Head of Performance & Scrutiny (Fire), PFCC's Office
Janet Perry (JP)	Strategic Head of Performance & Resources, PFCC's Office
Christine Butler	Minutes, PFCC's office

Apologies:

Pippa Brent-Isherwood (PBI)	Chief Executive & Monitoring Officer PFCC's Office
Jane Gardner (JG)	Deputy Police, Fire and Crime Commissioner (Chair)
Karl Edwards (KE)	Director of Corporate Services, ECFRS

1 Welcome and apologies

RH welcomed all to the meeting and noted apologies from PBI, JG and KE.

2 Minutes of the last meeting

- 2.1 There were no further amendments to the Minutes of November's meeting, and the Minutes were approved.
- 2.2 There were no matters arising which are not captured on the Agenda for this meeting, the Action Log or Forward Plan

3 Action Log

- 24/21 JP & NC have had a meeting, Propose Close.
- 70/21 A paper came to the last Strategic Board. Propose Close.
- 73/21 A paper is due to this meeting. Propose Close (closed by item 10)
- 77/21 There is a paper coming to the Board on an update to the annual plan and there has not been anything added. MB advised there is a process in place that will pick this up. Propose Close.
- 78/21 A new Action Plan including status has been received. Propose Close.

- 81/21 KE has sent a message to say that there is not a central dataset which provides that information but are looking at internal reports from similar sized services and are confidential that there are not outliers in the terms of their retention rates. RH asked if this completely understood as external benchmarking data has not been seen. JT said that this will be picked up in the workshop next year in terms of what we would like to see. Remain Open until after workshop.
- 86/21 This will be picked up at the above meeting and the due date changed to January to be updated on the Forward Plan. JT will ensure that this is updated for 81/21 too.

Action 97/21

Due date of items 81/21 and 86/21 are changed to January 2022 on the Forward Plan.

- 92/21 The report was updated by Lucy Clayton and circulated and will be the report that is published. Propose Close.
- 93/21 The rag rating has not been completed yet on the report but will be available for the January Report. JT confirmed that this is the core stations map which shows the high availability. MB confirmed that external reports will no longer be reporting on availability of individual stations but focussing on meeting response times. JT added that this is for the new map that showed the availability of core stations and gives the availability in a visual map. RH suggests amending the action to ensure that there is clarity. Change to rag rating on core stations to give a clearer understating. MB this can be followed up in the meeting. JT will amend the action log. JT to amend the action to state "rag rating on core stations" for clarity of the action. Remain Open.
- 94/21 The rolling turnover regarding O/C staff is not due until January 2022.
- 95/21 The corrected report has now been circulated and will be published.
- 96/21 CP & JT have discussed an Enforcement and Mediation update. Some audits are still being finalised. The Building Risk Review and the Enforcement and Remediation will be reported in January then moved to quarterly updates. The Forward Plan has been updated. MB agreed the action and the Building Risk Review will be continued to be updated on an ongoing basis, any new planning applications for buildings will be picked up in this paper. There could be a loophole regarding Permitted Developments with hotels and family accommodation, but this will be monitored. Propose Close

4 Forward Plan

- 4.1 A deep dive update to be added to update the board.
- 4.2 RHy said that looking forward to next year, could the December be moved to before the Christmas Week to improve attendance? RH said that it is funding settlement week the week before. NC added that the papers could be ready if needed. JP highlighted the fact that the Strategic board and P&R would be in the same week and may be unmanageable. CHB to look at with JTh.

Action 98/21

CHB and JTh to look at the P&R in December 2022 to be moved to week before Christmas week to improve attendance

5 Finance Report

- 5.1 Attached is the Finance Pack to the end of November and NC highlighted a few items in the pack and gave a budget update.
- 5.2 The YTD position shows a surplus of £1.48m which is an improvement to budget of £1.2m. This is a similar trend that has been happening over the last few months and there has been a slight improvement in the last month regarding funding.
- 5.3 The movements that are specific to the month of November, there is a surplus of £350k against the deficit which shows a £400k improvement with the key movements being an amount of £360k which was unbudgeted and received in funding for NNDR which was the finalisation from the 2021 numbers.

- 5.4 Regarding non-pay, it has continued to be under budget which has been driven by a capital finance charge during the month.
- 5.5 Other costs and services YTD appears to be in line with budget and there are some additional costs that have gone through for the month. The Service is overspending YTD on consultancy, i.e. Barkers and Change Consultants are helping to align teams through the restructures. The cost projection for those consultants will not continue into next year.
- 5.6 The last forecast showed a deficit of just under £250k and the forecast has not been undated with the latest numbers but will be done on return at the beginning of January.
- 5.7 NC feels that there will be a surplus of £2k-£3k. NC will be able to confirm this after the next forecast.
- 5.8 Within the projection, the Green Book pay award is included, which has not come to fruition, but more should be known by early to Mid-January.
- 5.9 There are not too many movements on the Balance Sheet this month and there has been a reduction of the grants received in advance of £900k which reduction funds the pension fund movement in the month. This balance reduces as the pension is paid each month.
- 5.10 Regarding the Treasury position, the cash balance has reduced by £500k in the month with £28m in cash with £17m invested in various investments.
- 5.11 Work is to be undertaken on the Treasury Management Strategy in the last quarter. Funding may need to be borrowed as the midterm position may change next year
- 5.12 There were no sales of Day Crewed Housing in November. A transaction has been completed today with further movements on properties due in January.

Budget Update

- 5.13 The Budget paper was taken through the Strategic Board with the settlement on the 16th December.
- 5.14 There is a 2% max Council Tax Precept without the need for a referendum.
- 5.15 Inflationary increase on the Revenue Support Grant. The Service did not budget for any inflationary increases which has generated an additional £250k, there will be an adjustment to the budget paper to show that increase in Revenue Support Grant and this will be invested in Fire Protection roles and this will be confirmed in the new year.
- 5.16 Regarding the creation of the Services Grant which is £1.1m un-ringfenced to the Service, which includes the compensation for the increase in employers NI with effect from April 22 of approx. £500k which leaves around £600k and will look to finalise proposals for that spend next year. The legislation states that this is a one off payment, and the finance settlement was only for 1 year.
- 5.17 The Service are in receipt of a Pensions Grant of £3.5m p.a. Last year it was announced that would be built into base funding starting this financial year, but this Grant was not included. NC contacted the HO for an update but has not heard anything further.
- 5.18 RH said that he had a conversation with the HO regarding policing who confirmed that changes to the baseline had been made and that the items that they have said they would do they have done which sounded quite encouraging for Fire.
- 5.19 RH said that the budget looks as expected including the deficit spend, a very useful and transparent report. NC said that the single tender actions are the same as the audit committee which are very specific to training within the Service which is only being conducted by LFCDA and Water Rescue information. Essex are pushing back on some items although are continuing to improve some areas including planning and pipelines. Contractual pipelines need to be visible. Three new roles are currently being recruited for in the team for this project, first round interviews are this week. An update will be brought to the Board on procurement and the strategy.

6 Monthly Performance Report

- 6.1 RHy took the board through the very thorough document and added that MB has plans in the new year to review the Performance Framework. This level of performance

- reporting has become quite cumbersome, but the introduction of the Performance Dashboard has eased this to incorporate real time data going forward.
- 6.2 Incidents are up on this year, most of the areas in the Performance Report are compared to the same time last year during lockdown which is not a true reflection on the usual data for the time of year.
 - 6.3 During November O/C availability has increased which is positive with a slight increase in response times.
 - 6.4 There have been two casualties in accidental dwelling fires, and two fatalities, all of which fit within the demographics and profile expected. They are from a younger age group and tend to come from cooking and attempting to put out the fire and the older profile around the fatalities. The trend of fatalities is the same nationally and there is an increase in safeguarding referrals. The risk and vulnerability profile is beginning to shift and the Service need to be mindful of that.
 - 6.5 There has been good performance on the core stations and close to 100% in all areas but with attendance at 10 minutes, 55 seconds, the aim is less than 10 minutes. There are a couple of non-life-critical incidents that are increasing the figure, i.e if there is a call to flooding and a fire officer is called to assess a life risk, this is being recorded in the attendance times, this could take 20 minutes to check before resources are mobilised. This needs to be more accurately reflected. A report will be brought to the board once plans are in place to do this.
 - 6.6 Good progress on Protection with a focus now on High and Very High which has improved.
 - 6.7 Good targeting in Prevention especially in the areas of risk. Home safety visits by crews are down this month but up overall. Home safety team are dealing with more home safeguarding over this period of time.
 - 6.8 Turnover has increased. CB to expand in her update report.
 - 6.9 RH asked RHy to confirm if false alarms were going to be broken out in the trendline. RHy replied that the good intent items are very difficult, this is where members of the public believe there is a fire and when Fire officers attend, there is not a fire. RH added that the table does not reflect the trend. Compared to November last year it has increased significantly. RHy replied that doing forward the new Performance Dashboard will give a lot more accurate data going forward. RH asked for the comparative month from 2019 to be included in the table as 2020/21 are not going to be a true comparative due to Covid.

Action 99/21

RHy/MB to include the 2019 comparative data in the Performance Report charts going forward for a true comparison outside lockdown.

- 6.10 Due to Apparatus are automatic fire alarms in buildings. The Fire Protection department do a lot of work around repeat offenders, i.e. those places where there are constant calls such as hospitals. Hospitals are attended due to life risk, commercial buildings during the day are not attended and passed back to the responsible person. The attendance policy in this situation is amended where is safe to do so which continues to drive the figure down.
- 6.11 RH said that there was no big step that can be taken but only to look at the trends and recommend the correct fire alarm as some are more accurate than others. RHy added that Fire Protection needs to improve the relationships with the business community and there are plans with Denise Rossiter to do this and the employment of a Business Engagement Officer, and perhaps hold some forums for fire safety discussions with the business community especially on how to manage alarms better as the responsible person.
- 6.12 RH said that availability targets have been missed for the last four years, we are not there yet although we have targets which are missed consistently. RH asked if MB/RHy could think about what the response times and availability are, this can be quite discouraging for individuals at the stations and would have a demoralising effect on some crews. RH said that there will always be resilient people and it can be a corrosive situation overall.

- 6.13 JP asked regarding the absence figures that they seem to be quite high even with the covid figures removed. CB agreed, these need to be broken down into short term and long term absences as the longer term absences affect the overall figure. There are areas that the Service needs to keep on top of such as return to work and occupational health and intervention.
- 6.14 JP asked if the special leave days were being used more consistently. CB replied that there is ideal consistency across the Board, and for which purpose the days are taken which are monitored each month. Line managers also need to flex their discretion, as people still need to feel valued. There is Managers Conference next year where this could be discussed further. Special leave does not include compassionate leave which is dealt with separately. JP asked for a breakdown to see an analysis in the special leave.

Action 100/21

CB to share a breakdown of the special leave analysis as an example with JP.

- 6.15 JP stated that there a need to look at the targets to see if they are those to be strived for or a different set of targets are needed i.e., if the Service are not managing to reach the targets the way they are currently being undertaken then maybe they are not the right targets.

7 Protection Improvement Plan Peer Review Update

- 7.1 MB said that this will possibly be the last update.
- 7.2 There is a recommendation in this paper that this paper is no longer included in the monthly report as all actions have been completed. The last item to be listed in the report is due to be closed and that is to provide further evidence for the enhancement of proactive engagement with business to promote fire safety. This is in train with Chamber of Commerce, Comms, Protection and MPs.
- 7.3 RH asked regarding the action including commentary to explain the sufficiency of resourcing or planning to enhance it. RH understands that this is now in the staff succession plan and will be picked up at the annual review of the Protection Strategy. RH asked if there are sufficient resources or did the Service always think that. MB confirmed that the Service still have work to do on sufficient resources but there is no value on keeping the report open for the purposes of monitoring it as it is being monitored through the risk register and will be in the Strategy. RH asked how we would ensure that when the Service get so far as having the Review of the Protection Strategy that this will be picked up. MB can bring back anything that comes out of the review of the Protection Strategy. RH said that if it a revised Strategy, it should go to Strategic Board but if it is to be reviewed then it can come to P&R. MB will commit to bring it back dependant on what it looks like to ensure that RH and the Board are sighted.
- 7.4 JTh said that there is an action to enhancing and sharing information to businesses and to develop a comms plan. Last month this was "amber" and now it is "Green". Is there still an intention to have a plan? MB confirmed that there is a Comms Plan which is with Emily Cheyne supported by the Protection Team and how the Service will achieve this.
- 7.5 RH highlighted in the actions in the paper, outline clear objectives and rationale for enforcement activity in order to evidence the ability to increase it. Has this been done? MB said that this has been done and came back to P&R some months ago and reinvigorated the Service to take more robust enforcement action.
- 7.6 JTh feels that this has been closed out due to the audit of the high and very high figures in the Building Risk Review Program in the monthly P&R reports and wondered what would be different in a new report.

Action 101/21

MB will commit to bring the review of the Protection Strategy back, dependant on what it looks like to ensure that RH and the Board are sighted MB also to investigate how best to report back to the board i.e. is it to be part of the Quarterly Performance Reporting is it being given the weight it needs.

8 Building Risk Review Update

- 8.1 The Review finishes December 2021. This is for November's activity which has already been reported back to the NFCC on the 10th December.
- 8.2 There was a lot of activity in November and the BRR was completed on time.
- 8.3. There have been 5 red, 13 amber and 22 green, which is total of 40 properties that were audited in November which the team worked hard to achieve.
- 8.4 The next report will be in January and that will reflect those completed in December. MB confirmed that the BBR Program has been completed and this has been fed back. From the original list provided by the NFCC and the buildings that were further identified by ECFRS resulted in 320 buildings being audited.
- 8.5 RHy and MB will be sending an email out to the team to recognise and acknowledge the great work that has been achieved. RH asked MB to let the team know that this was raised at the P&R board and that the Commissioner commended them all for successfully completing program.

Action 102/21

MB to let the team know that this was raised at the P&R board and that the Commissioner commended them all for successfully completing the program.

- 8.6 RH asked how this would be monitored going forward and keeping transparency on following up on buildings. MB said that it has been previously agreed to bring back a report on the BRR and continue to report on the subsequent remediation work and so buildings can be removed from the list once the issues have been resolved. This is already in the Forward Plan on a quarterly basis.

9 Q2 Performance Report.

- 9.1 RHy said that this was a very thorough and in depth report. RHy thanked everyone for their input in suggesting other areas to explore in terms of the reporting. This will be part of MB's reporting of the framework going forward. This report answers some of the questions raised in the monthly report as the quarterly report goes into more detail and depth of the analysis that goes behind it.
- 9.2 Outside of Road traffic collisions you can see that special services are made up predominately from effecting entry and exit which is a newer area that the Service explored as part of Collapsed Behind Closed Doors and assisting other agencies. Together with flooding these make up a vast majority of those other Service incident types that are responded to.
- 9.3 Histograms have been included which show the percentage of calls attended within a certain period of time. 56% are attended within 10 minutes. The Service needs to understand the other calls and need to understand whether they are life threatening.
- 9.4 Regarding Protection, the impact can be seen well within the tolerances in terms of numbers of non-residential and residential premises.
- 9.5 The big impact is shown on the Risk Based Inspection Program and this is shown in the "Red" area on the tolerances. The number of buildings that have not been inspected as planned under the Risk Based Inspection Program are due to the Building Risk Review. The number are expected to increase especially with recruitment into the Risk Based Inspection Program Roles. This will be adapted to cater for the outcome of the BRR.
- 9.6 Regarding Prevention there has been a lot of work outside of the Home Safety program shows in the current performance figures. There is a downward trend in accidental

- dwelling fires. This has been fairly flat for a number of years and the Service need to fully understand this trend.
- 9.7 Hotspot Analysis presents dwelling fires which tend to match where the core stations are. Where the most activity takes place is where the core stations are, this provides reassurance in the work done regarding risk that the core stations are in the right places.
- 9.8 The treat of harm comes from accidental dwelling fires and the numbers give an understanding of the profile of the various ages and gender of people who are injured, serious injured or killed in a fire related activity.
- 9.9 The activity surrounding home safety measures and the increased number being delivered by Stations is still not where the Service needs to be, but it is moving in the right direction.
- 9.10 Adult Safeguarding referrals this quarter compared to last quarter are putting pressure on the Safeguarding team.
- 9.11 Further analysis of road traffic collisions is very detailed on where the Service is and how it compares, particularly in April the figures dropped during lockdown and how now they have bounced back to 2019 figures.
- 9.12 Hotspots are where core stations are situated, but predominately south of the County with road traffic collisions which align to where rescue pumps are based, and some data is included in the report on those collisions and those seriously injured or killed.
- 9.13 There is still more work to be completed regarding culture although there has been some good movement in terms of gender, diversity and ethnic minorities joining the fire service especially within W/T and this is just under the national average.
- 9.14 RH commented that this is an extensive report. RH asked RHy if how this report was used in the management of the organisation, i.e., is it looked at, reviewed and followed up on. RHy shows how far the organisation has come and how people are interested in performance, and requests for further information to understand the data. The report has now become something for everyone and as a result it is not particularly focussed on the areas that it needs to be. From a strategic perspective there is too much detail in the report but at station level the detail is very helpful but there is extensive information. Performance Bi Dashboard is an important tool as the reports can be tailored very easily for the audience that it is being sent to. The document is not as helpful as it could be.
- 9.15 Regarding the heatmap of RTC's, one of the bright red dots is on the junction of between Billericay and Basildon. Are these hotspots picked up with other agencies and looked into? MB said that it gets shared through on SERP and sent to the Service via a SERP analyst. RH does not recall seeing it but will take a look at the next SERP Meeting
- 9.16 JP asked for clarification of the term "median" regarding time lost in absence. CB would come back to JP to confirm this. JP how does this correlate to the percentages and how does it compare. RH feels that absence is quite a high figure. CB added that this was an area of focus in the annual plan, the most common reason for injuries are muscular skeletal and mental health

M

Action 103/21

CB to provide an explanation on each of the headings to confirm the meaning of median/mean in this instance

Action 104/21

CB will provide more analysis on the absence rates.

- 9.20 JP suggested that preparation is done in enough time prior to the panel meeting as we are almost certainly to be asked questions in this regard about the extensive report.

10 Key Stations Animation

- 10.1 MB explained that this has already been to P&R and there has been some feedback and some key changes made. Three Firefighters have been changes to four

- Firefighters, and the network of the core stations to demonstrate how that worked and tweaks to the voiceover.
- 10.2 MB then showed the updated animation.
 - 10.3 MB there are different versions in line with accessibility requirements and a social media version. The target version is all of Essex and to explain the concept of core stations. Darren and Emily will be looking at the comms plan once everyone is comfortable with the animation.
 - 13.5 CB said that the secondary purpose of the animation is very helpful in terms of attraction of new colleagues to the Service.

11 Annual Plan Update

- 11.1 RHy said that many things are currently in progress with some issues still being tied down. This being the second plan some of the aspirations have been set a little high and some of the areas will not be completed by April and will carry over. The final Report will be brought back in the new year
- 11.2 Most of the activities have begun, a number of which have been closed off which may form part of the Deep Dive program going forward. If they are not closed off, papers will be brought to P&R to explain why they are to be carried over.
- 11.3 RH questioned the home safety checks by operational crews. How is it known if they are rural? RHY replied that the Performance Report shows which are rural, this is one for a Deep Dive to understand what has been shifted there and where there are opportunities for improvement. MB & JTh to discuss where to fit this one in.

Action 105/21

JTH & MB to discuss a Deep Dive session for Home Safety Check by operational crews.

- 11.14 The attachment 11b regarding Fire Standards, many are being released at the moment and this is regarding on how these are captured in regard to the process in the GAP analysis. The work involved will need to be prioritised with some of this work going into next year's annual plan.
- 11.5 RH said that there is not much on the Protection Fire Standard, but this was released in September. RHy replied that this has been assigned and there has been some time to submit but the time has been heavily focussed on getting the Building Risk Review done. Therefore, time had to be prioritised, there is currently a lot of pressure on the Protection Team, but the other priorities will be caught up with shortly.

12 Quarterly Change Update

- 12.1 RHy said that the department is currently going through restructure and will be moving to the Portfolio Board in January for greater sight and control of the Change Programs. The consultations are currently ongoing, and this is an interim report that is coming to the Board to report on the current Change program which will be amended again in January.
- 12.2 The Program will extend to include other areas such as Grenfell, where governance will be in place to ensure that change is delivered on time and budget which will fall into this program as from January.
- 12.3 RH highlighted the Change Portfolio Tolerance Table, which is rag rated, RHy said that this "red" item shows delays and complex reasons, but the external website is being prioritised in the first instance. The intranets are internal.

13 Grenfell Action Plan Update

- 13.1 MB said that there is extra capacity for the project to be fully completed and added finance onto the project team for additional scrutiny for the additional funding which needed to be tightened up and reports were being sent back on how this was being spent.

- 13.2 The first Board meeting is on 4th January 2022 and the emphasis is on getting the organisation to pull together and there is not one clear owner of this in the organisation and activities belong to various departments and so is a cross-organisational piece of work.
- 13.3 The Service will be asked to demonstrate how they have met the action plan, a library of evidence has been gathered, ensured it is triangulated and with objective scrutiny to ensure that this can be demonstrated on the Grenfell Action Plan.
- 13.4 The majority are closed or progressing with a few that are open and others that have not yet been started, these are due to not having full authority to progress them and sit with other organisations or with other organisations to pursue and deal with in a joint fashion.
- 13.5 ECFRS are ahead of many other organisations on this, the Service were one of the first authorities to obtain Smoke Hoods. The Service are now looking at Smoke Control Curtains and Hailing Systems and are very proactive in this area.
- 13.6 The Governance is being improved over the action plan and being kept very robust.
- 13.7 RH said that only £66k out of £466k has been spent and secondly if the governance is being tightened who is the owner. When will the owner keep the Board informed and on what regularity? MB the Board will be updated on a quarterly basis. The Merits are an update in its own right as well as part of the Change Program which will continue. The owner is currently MB and will be holding people to account to ensure that items happen. NC added that there have been internal discussions around the spend and there have been areas where the Service have made commitments i.e Smoke Curtains approx. £30k is not included and should be included in the Forecast. There is a tender going out for a large amount of training of around £200k. The first tender was aborted due to scoring issue and will be going out again in the year which will make a dent in the funding. The training funding will take place over a 18 month – 2 year period, there are some discussions needed between NC and MB on training and investments.
- 13.8 JP asked if there were a reason for the items not started. MB replied that there is a mixture of things and there is not absolutely clarity in the legislation over some items. There are some issues that need to be instigated by other agencies that would have an impact on the Service for example the Service working together with responsible people. JP commented that if there is a valid reason for not being able to be done, do they need to rag rated “red” as they should be reassessed when they can re-achieved. MB confirmed that they are “red” due to the risk and not the performance and will think about the way to show this.
- 13.9 RHy thanked MB for her focus and work on this action plan and the Service are in a good place. The future spend is likely to be needed for the revised national operational guidance on fires in tall buildings. If this adopted by the Service, additional equipment will be needed and additional training for crews in terms of adopting that guidance, which the additional funding will support.
- 13.10 RHy said that there has been a lack of training for crews in high rise buildings which is a wish for the new training facility but in the meantime is a gap in training for the Service. If there is anything that RH or JG can do through their contacts for access to buildings which can be trained in across the County, this would be welcome. There is some funding to facilitate this if needed.
- 13.11 RH suggested that access tall building could probably be found in Basildon or Colchester. MB added that this would be to test operational procedures in high rise building ideally empty offices, residential, parts of hospital etc. RHy asked MB to submit a couple of paragraphs on what is needed, and RH will raise at the next Leaders and Chief Execs Board.

Action 106/21

RHy asked MB to submit a couple of paragraphs on what is needed regarding access to tall buildings for the training of operational procedures by crews and RH will raise at the next Leaders and Chief Execs Board to see if there is anything available.

14 SLT Risk Report Update

- 14.1 RHy said that there are 4 updated risks going to the Audit Committee this Friday. The first risk is regarding Protection where the Data Protection Officer left the Service which left a gap and sickness in that department which has led to some of the challenges regarding recent FOI requests.
- 14.2 The Service have appointed Essex Governance Services a training arm of ECC which will provide DPO services going forward which is a cost saving to the Service, which reflects the rise in the risk.
- 14.3 There is a risk regarding the mobilising system.
- 14.4 There is reduced risk regarding the People Strategy and a new risk which is regarding Weathersfield, and the contract will come to an end which will impact on statutory training.
- 14.5 JP commented regarding Weathersfield that although this is “red” without any action, the action we are now taking no longer makes it “red”. CB said that this would be a good time to review as the Estates Strategy was approved last Monday and the feasibility study being conducted as this report was written prior to that.
- 14.6 RH had a question around the item that has been downgraded from “Amber” regarding learning and Development and the hot debrief. There is a lot of investment in this area but the feedback from HMICFRS is that it has not landed as yet with the front line. Is the Service measuring itself by its own yardstick as HMICFRS has perceived a risk in this area? CB replied that one reason was the Leadership Development Program which has had the second quarter review which continues to provide good feedback but also areas to develop. The one year review of the program has been commissioned and the Service are one year in with the first cohort passing out in January. The second is the embedding of the Strategic Workforce Plan which has kept the risk greater than the Service would have liked. The Strategic Workforce Plan is now seen at SLT on a regular basis. The final item would be the Assurance of Competence received from RSM as a result of their audit of the competence reporting system which was one of the factors that was keeping the risk high.
- 14.7 CB said additional evidence had been provided on some of the items raised in the hot debrief but more information will be known on this once there has been sight of a more detailed report, to see how it matches with the audit.
- 14.8 JP asked if the risk around productively, where does it sit in the report or does it need to introduce to it? RHy said that this fits under risk no.1 as it regards ineffective resource planning where the Service does deliver its core functions. Increasing productivity is a control measure to ensure that the Service continue to effect core services. RHy will check to see if this is already an action or to add to the control measures for the Director of Operations.

Action 107/21

RHy will check to see if there is already an action attached to the Productivity Risk or to add to the control measures for the Director of Operations to pick up.

15. On Call Conversion Project Update

- 15.1 Waltham Abbey has now been converted with an average of 92% availability. This is a good role model for those stations that have not yet been converted.
- 15.2 Great Baddow will be converted in January 2022.
- 15.3 By end January 2022, the Service will be $\frac{3}{4}$ into the project and able to focus on South Woodham Ferrers by July 31st July 2022 but are hopeful to change the status as soon as possible.

16 Dovercourt Action Plan Update

- 16.1 MB feels that Dovercourt Action Plan Update is too tactical for the Board and asked if the Board would still like to continue to see the Report in this format or replace within the general O/C General Project Board, and once all stations have been converted to

look at visibility of Dovercourt going forward. RH said that this report is still an area that is interesting and relevant, RH would still like to be sighted on this as this is important to the local community. The Service have been consistently off its targets i.e. The availability at 18.6% for Pump 2 in September, this is not where it should be.

16.2 RH said that maybe the report is not quite right and maybe it is an action plan on how the outstanding issues are dealt with but Dovercourt is still special. RH feels that the report needs to state what do we need to do, when can it be completed to get the second pump where it needs to be or has the risk changed or be better managed and therefore Dovercourt can cope.

16.3 MB said that the Bramble Island site is due to be decommissioned which is a prompt for the level of risk to be reviewed on that station ground.

Action 108/21

MB is to continue to bring the Dovercourt Action Plan update to the Board on a regular basis and will review the format.

16.4 JTh asked regarding the Quarterly O/C conversation update, that Lucy could be asked to do a cross-check on the availability that is showing for Waltham Abbey as the average of 92% does not match up to the Performance Report.

Action 109/21

MB to liaise with Lucy Clayton to cross-check the average percentage for Waltham Abbey and respond back to JTh

16.5 JTh asked what the current situation was surrounding unpleasant comments regarding South Woodham Ferrers social media posts. MB replied that this is currently being investigated and if there are any actions to be taken this will be followed up. RH added that if the South Woodham Ferrers project could be forward then it would be beneficial all round. MB agreed and confirmed that it would be in place by July.

16.6 MB said that at a board meeting with the managers dealing with the conversion, this was also put forward as a proposal, as a Board this was agreed.

AOB

RHy asked regarding the Fire settlement as the consultation closes on the 13th January if this was going to be a joint or separate response. RH replied that unless there was something controversial there is no need to do separate responses as it is a welcome position. If there is an issue around the pensions, ask for clarification. RH suggested flagging the fact that it would have been nice to have a three year funding settlement, as nothing has been mentioned over what is happening to the Revenue Support Grant over the next two years. It may be that Service by Service funding service allocation cannot be done but transparency was expected on the overall direction and size of the RSG as part of this. JP asked if RH would like JP and NC to pull together a letter from RHy, NC and RH. Agreed.

Action 110/21

JP to organise a joint response re the Fire Settlement Consultation from RH & RHY consulting with NC

Publishing of Papers

MB said that there was a discrepancy between figures on the Performance Report and the Conversion report which would need a replacement paper submitted to JTh for publishing

There being no further business, the meeting closed at 16.28