

MINUTES

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

27 January 2022, 10.00 – 12.12 via Microsoft Teams

Present:

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

Rick Hylton (RHyl)	Chief Fire Officer, ECFRS
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1 Welcome and apologies

RH welcomed all to the meeting and noted apologies from RHyl, JG joined at 10.14

2 Minutes of the last meeting

- 2.1 RH asked if there were any amendments to the previous meeting, MB had two points.
- 2.2 MB referenced page 2 action 93/21 line 3&4 states "MB also confirmed that the Service are no longer reporting on..." this should be amended to..."MB confirmed that external reports will no longer be reported on".
- 2.3 MB highlighted a typo in section 13.2 the word emphasize should be emphasis.
- 2.1 There were no further amendments to the Minutes of December'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

- 14/21 The finance training is not due until March. JP asked if this would be achievable. NC confirmed that the training will not be achieved by March, NC will come back with a definite timeline to the next P&R– Remain open
- 81/21 There has been a meeting on performance measures, and the creation of a PFCC dashboard. KE said that the issue was a lack of benchmarking data for comparison against the national data set in the public sector standards and not specifically FRS. RH said that we do need to need to have some facility to gather datapoints nationally,

- KE said that there was a NFCC workstream that is looking at national datasets for this purpose. LC added that she was more than happy to receive any new requests for information as the dashboards are continually being developed. Close
- 86/21 This has been discussed and how this will be looked at going forward. Close.
- 93/21 Regarding Rag Rating for Core Stations, how the key core stations are being displayed needs to be looked at further. LC suggested that this be included in next year's Performance Reporting as it is not in the target setting paper for this year in terms of rag rating, it is not forming the right protocol to introduce this now as it is currently displaying it for monitoring purposes. The target setting needs to be done with MB & Jim Palmer. LC has a meeting due with the Extended Leadership Team to discuss targets setting for next year which can be shared with the Board. RH clarified that this action would get rolled into the larger action of the target setting action and can be closed. LC confirmed that it is in the workstack. Close
- 94/21 CB has provided more information on the rolling turnover in O/C. The turnover for O/C does not look as high as in the performance report and wondered if this was the rolling average. CB confirmed that this was the case, and the key factor is where the data is being focused. The depth of information held is very useful and helps to target activity and prompts to look further at stations where factors are influencing the stations. RH said that we need to understand where the right level is regarding turnover. JP feels the turnover numbers are incorrect as the turnover never gets as high as 20. If these are people have not been in the service long, then perhaps this is an area to investigate. CB confirmed that this information is available and is happy to share it. RH confirmed that the action can be closed.

Action 1/22

CB to share information with JP regarding length of service within O/C turnover.

- 97/21 Action due dates changed. Close.
- 98/21 Moving December P&R Board – this has been actioned. Close
- 99/21 Inclusion of 2019 comparative data in the Performance Report. LC said that the longer trendlines are included in the Quarterly performance Report and the Dashboard. MB added that the LC's department are working with staffing issues additional workload. Remain open.
- 100/21 CB has shared special leave information on 22.12 with JP. Close
- 101/21 MB there is a Protection Portfolio Update due in the March P&R and it will be covered then. A note to be made on the Forward Plan. Close
- 102/21 MB has sent personal emails to the team. Close.
- 103/21 CB actioned and JT circulated to the board. A request to see the median, mean and mode for that measure. Close

Action 2/22

CB to provide the median, mean and mode information in the absence reporting which show where figures are distorted by long term absence in the Performance Report.

- 104/21 This item is covered under 103/21. Close
- 105/21 To be rolled forward to February.
- 106/21 Email sent to RH for the next Leaders and Chief Execs Board. Close
- 107/21 SRR150028 There is a risk that the Service fails to deliver its Prevention, Protection and Response activities leading to a loss of trust and confidence by the Essex Communities. The increase in productivity is one of the control measures needed to mitigate this risk. JP said that there was a risk on the register that related to broadening the role and productivity are similar points are low amber risk, if it that risk and whether it needs to be compared to the PFCC item on the risk register. JP to take this off-line with RH as it would be covered in the risk register somewhere. Close.

Action 3/22

JP said that there was a risk on the register that related to broadening the role and productivity are similar points are low amber risk, if it that risk and whether it needs to be compared to the PFCC item on the risk register. JP to take this off-line with RHy

108/21 Dovercourt has been added to the converting stations quarterly update. Close.

109/21 The figures have been amended with papers for publishing. Close

110/21 Response submitted by 13.01.22. Close

4 Forward Plan

4.1 No changes requested

5 Finance Report

5.1. NC stated that this was to report on the finance pack for the period up to the end of December.

5.2 On the Income & Expenditure statements, there is a change to move Government Grants into the funding section. This was previously included in the operational income line. The Government Grants are the Section 31 Grants for the pension and business rates release.

5.3 The YTD is still in a surplus position at £1.26m. A small deficit was budgeted for of £72,000 which gives a £1.3m improvement on the budget position to date.

5.4 There is a deficit in excess of £200,000 with a projected budget deficit of £300,000.

5.5 The key overspend was on O/C payroll which was driven by turnout costs for the period.

5.6. There are some smaller movements in the non-pay of over and underspends.

5.7 There is an updated outturn estimate on page 6 and there is currently looking to be a small deficit of £67,000 which considers 9 months of actual data with a three-month projection included.

5.8 The key movements from the previous position, which was a deficit of £414,000, are some favourable movements in non-pay i.e. premises and equipment, operational income of £234,000 which is ahead of the last projection due to the income on secondments which had not be previously included, and recharge from the control systems which had not be recognised in a prior forecast.

5.9 There is a current higher trend on employment costs.

5.10 The 1.75% Green Book pay award is included in the projection. The recent Unison Ballot vote for industrial action was not successful as the minimum percentage of votes was not achieved. This cost has been included in the projection depending on the decision made on the payment. Although this payment is being included in the projection, as year-end is approached a decision will need to be made how it will be accommodated i.e., a cost may want to be accrued at year end or reversed and moved into earmarked reserve, some thought will need to be given to this. RH asked why the amount would need to be placed in an earmarked reserve if it was being reversed? RH said that the 1.75% was undermined by the removed strike ballot and that it would therefore be taken off the table. NC confirmed that a judgment on the position may need to be made nearer year end.

5.11 RH said that the £67,000 deficit was in the figures which is projected for the year and after a 1.75% pay award. CB added that her understanding is that the preference from Unison was to go back to the negotiation table.

5.12 RH said to leave the payment as it is and at year end, then we would probably create a reserve this year and dip into the general fund for the back pay if the award was made. It would be a case of which reserve it is taken through. JP feels that the likelihood is very high and so it is a provision and not a reserve. The auditors are unlikely to let it be kept as a reserve. This would be a conversation to have with them. NC said that the conversation had already been had internally.

5.13 RH noted that the cascade compares the position of where the Service were last quarter, are there any striking differences from the original budget, i.e. any items that

have gathered cumulative importance over the previous quarters that have not been focused on in terms of the latest projection against the budget?

- 5.14 NC said that the latest YTD position in general has been overspend in pay. The underspends tend to be in financing items including the Capital Finance Charge. Additional funding has been received on Council Tax Collections. This is an area which has not previously been budgeted for and a surplus has come through. NC is also expecting a surplus on the Council Tax Collections as do EP.

Action 4/22

JP asked if in the cascade, another one could be added that shows from the original budget all of the accumulated movements. NC Agreed. RH suggested repeat the table on p.6. with full year budget forecast rather than YTD

- 5.16 Regarding the Balance Sheet and Cash Flow position, there have been some movements in Property, Plant and Equipment for the month with increased assets under construction which are assets which are in the process of being purchased and not in use yet. The key movement is the £1m investment in appliance chassis for the appliances on order.
- 5.17 There has been a reduction in Land and Buildings in the last month due to the sale of a day crew property of £385,000 for the sale of that asset. There are some more due for completion over the next few weeks.
- 5.18 The cash position has reduced in the month by just over £4m which includes payment for the chassis but there have been two pension payroll payments for November and December periods.
- 5.19 The Cash Flow Position continues to show the investments made in line with the Treasury Management Strategy and projections for cash flow going forward.
- 5.20 The Capital Forecast has been updated with the Actual spend at approx. £2m. The Forecast is showing £3.5m. The key movements for the forecast are in the asset improvements i.e., Shoeburyness Station and BA Chambers which is being phased into next year.
- 5.21 The key question is, will the Service hit the £3.5m in the final few months of the year this largely depends on the Asset Protection Works which is forecast at £1.5m with a spend of £600,000. There are committed orders of approx. £500,000.
- 5.22 KE said that there has been a Capital Review Meeting to establish what the forecast end of year position would be against budget and if all the orders go through as plan, the budget will land at £1.4m against the £1.7. Ready for next year there will be items that can be pulled forward when delays in other areas are known. Next year's Capital will be in a better position due to the management against Asset Protection.
- 5.23 KE gave an update on Shoeburyness. The agreement to the change of use to the temporary facility is still outstanding. This is due in the next few weeks and there will be a final decision sheet to sign off. The BA chambers is in three phases, phase one and two will be completed by end July with phase 3 still being tendered with completion aimed for August/September.
- 5.24 RH thanked everyone involved for the clarity of the finance pack. The area to be concerned about is the low level of capital spend that is being made. There may be an increase in risks for the future if the spend is too low.
- 5.25 KE said that there are some very significant capital spends in the pipeline over the next 3-5 years. There will be commitment this year to spend against these programmes once the plans and designs have been shown to the Board and wider Service. Some of the reserves are being looked at to fund initial resources to get the projects boosted along with the right expertise. RH commented that some of the commitments may need to be reviewed by MB and RH to understand any operational impacts.

Action 5/22

MB to assess the operational impact of delays to the capital programme.

- 5.26 All the budget papers have been submitted ready for the panel meeting.
- 5.27 There will not be many budget updates for the next couple of months. These will be replaced with an audit update as year-end is getting nearer with a budget and audit timetable which will be reported back along with the key developments
- 5.28 The Treasury Management Strategy and the Reserve Strategy and Capital Strategy are due to the next Strategic Board. NC to liaise with JP for PFCC engagement. There will be joint management conversations with EP on Treasury Management.
- 5.29 RH said that reference to the MTFs was not in the strategies as they all need to work together and also wanted clarify that a budget update was not being provided for periods 10 and 11. NC confirmed that a budget report update would be received.
- 5.30 JP asked NC to include her on any meetings held with EP on Treasury Management.

Action 6/22

JP asked NC to include her on any meetings held with EP on Treasury Management.

6 Monthly Performance Report

LC took the board through the Performance Report going through the key areas

- 6.1 LC shared the Performance Report on her screen and ran through the key statements on the report. Incidents, attendance & availability, Information governance, HR, H&S, Protection, Home Safety, Community Development and Safeguarding.
- 6.2 JP requested some information regarding the number of collisions provided by EP. LC confirmed that what is being seen now with EP and SERP is that the data is now being sent weekly, ECFRS on the first week, EP on the second and SERP on the third, as the numbers are constantly under review, although everyone is looking at the same dataset, ECFRS cut off time will be slightly different as huge backlogs can come in from SERP/EP and the numbers can fluctuate week on week in terms of those monthly figures. JP feels that this is fine so long as they are showing the same trend. LC confirmed that the data is also published on the SERP dashboard. Which can differ from ECFRS and EP. JP said that JT and Suzanne Harris are looking at this issue and trying to find a solution to reconcile it. LC suggests that the partner signpost to the source data rather than replicate it as there are always going to variance due to the way the data is captured.
- 6.3 JG said that SERP is our key partner and ECFRS are delivering much of the seriously injured information through the SERP environment. Signposting this information will have two benefits. One that we are endorsing our partnership with them and second, that they are being given consistent data.
- 6.4 LC feels that it will be useful to see how ECFRS contribute to those numbers so the SERP number will not just be RTC's they will include those being run over which is not attended by ECFRS but the Ambulance Service.
- 6.5 Regarding the Service's dashboards that are released going forward, LC will look at embedding SERPS dashboard as a link so their information can also be seen.
- 6.6 MB said that the Service do attend some incidents were someone has been run over, especially if they are trapped under a car as the Service are the only agency with the specialist equipment to lift the car off the person. This may be an area to separate out. LC said that this was an interesting metric that is being discussed.
- 6.7 JT asked if there was a target for the core stations. LC confirmed that the Service will be getting to a core station target. One of papers did state a 98% target but LC felt the conversation needed to be had with MB & Jim Palmer as to whether this was a aspirational target that we would like to achieve in a couple of years or now.

Action 7/22

LC to amend the typos in the report and resend to the board after this meeting

- 6.8 RH has concerns regarding the Safe & Well Home Safety Visits where the drop in figures relate to Covid and Christmas, but the plan still seems to be way behind where it should be. MB gave assurance that there has been a lot of energy focused on increasing home visits in the last two months. The Area, Group and Station Managers are very focused with specific objectives and conversations have been revisited with the rep bodies. The public have been very wary of letting people in their homes. As the data systems are going online, this is enabling the crews to see where to target and the focus is on dealing with the backlog as soon as possible.
- 6.9 LC said that Leanne Little had been working with Prevention Teams and the Area Managers to identify targets and looking at how to achieve the national average. This will also be coming through in the target setting paper as something the Service are working towards

Action 8/22

LC to ascertain if we are still having issues entering homes and to capture that information so that we could see if there any trends which could be supported with comms campaigns, door stop visits etc

- 6.10 MB agreed that it would be useful to get more comms out regarding Safe & Well Visits to get to people through to our partners who are delivering services. This is currently being worked on.
- 6.11 JT asked regarding the Risk Based Inspection Program. This was impacted by the Building Risk Review Programme with the enforcement that came out of that. Are the resources being retained to continue the Risk Based Inspection Programme? MB although the work in the Building Risk Review is less about initial audits and the workload has lessen considerably, it is more about enforcement. The impact is recognised regarding the Risk Based Inspection Program and resourcing is being put back into prioritising that.

7 Building Risk Review Update

- 7.1 MB said that this is the last month Building Risk Review Update that will come to P&R. This report covers 1st December to 31st December 2021, and she went through the report.
- 7.2 There were 9 inspections, 5 are amber or green.
- 7.3 The BRR is now complete. 270 buildings were inspected over the course of the program. 182 were originally identified by the NFCC and the rest by Essex colleagues in the course of duty during the rest of the programme.
- 7.4 A letter has been received from Mark Hardingham and Gareth Thomas who heads up the Protection Committee, acknowledging all of ECFRS's efforts during the BRR and confirming that all FRSs have completed their audits within the deadline in a challenging time.
- 7.5 In total 14,744 buildings have been audited which is a 16% increase on what was originally known about from the government databases. The detail is now being used for the most accurate dataset available in building and used to inform local and national policies.
- 7.6 The NFCC will be preparing a BRR Programme Report for the Minister which will be shared when available.
- 7.7 Quarterly reports will be brought back to P&R showing remediations, actions and enforcements.
- 7.8 MB visited Orsett where there was a lot of interest in high rise risk and what can be done nationally and where more information could be obtained so that checks could be made in local communities. MB has directed them to the PFCC website where papers that are published can be viewed.
- 7.9 RH clarified that this is a report on a successful program, although some items are still amber, but nothing is red. MB confirmed that everything is being managed and any actions are going to successfully remediation. RH asked MB if going to a quarterly report is appropriate at this stage given how successful it has been so far? MB agreed

with the caveat that if anything needed to be raised out of that quarterly reporting that the board should know about, MB would bring it forward to the Board as an extraordinary item.

- 7.10 RH asked if the Board were looking at this quarterly, how often would the management at ECFRS be looking at the report. MB confirmed that this would be on an ongoing monthly basis. There will be a new Director of Operations who be overseeing this.
- 7.11 JG said that considering that at one time, ECFRS were unsure if the programme could be completed, they have done an excellent job.

8. Annual Plan 2001-2022

MB talked through the Annual Plan

- 8.1 There are 9 activities completed against 6 the last time it was reported. There are 36 activities in progress and 2 not yet started.
- 8.2 There are closure statements in Appendix A for those that are closed, and they are all themed under FRS objectives which shows which are supporting the Fire and Rescue Plan.
- 8.3 Appendix B shows the progress against the live Fire Standards which shows we are progressing against Code of Ethics which went live this week with the launch of CRMP and Ops Preparedness which sits with MB. Emergency Response Driving and Operational competence sit with CB. The Prevention and Protection Standard are huge but are currently being worked on.

Action 9/22

Jo to amend the title on the agenda to show that Fire Standards are also included in this.

- 8.4 The Annual Plan proposals are being prepared for next year which a copy due to be signed off by SLT with a copy to this Strategic Board in due course.
- 8.5 RH asked how much tension there was between the delivery against the Fire and Rescue Plan and delivery against the Fire Standards. MB said that they are complimentary and there does not appear to be any conflict apart from being resource intensive.
- 8.6 RH noted the item regarding increasing home safety checks by operational crews, APP 20/21.16. This is a closed activity regarding reduced risk in rural areas for increased home safety checks by operational crews. RH asked how much this is applied to rural areas, as the highest risk is in urban areas but there is the intensity of cover. How successful is the focus of Home Safety checks that are high risk due to isolation? MB replied that there is a lot more work to be done on this. W/T crews be sent out to Home Safety Checks which are in the role map as well as other resources, but it is problematic to have crews going out in rural areas which is cover primarily by O/C stations. There is an additional payment available for those doing Home Safety Checks in their spare time, but many O/C Firefighters have other jobs. This requires a level of commitment.
- 8.7 There is a service offered by Les the Tri-Service Officer whose main remit this is. Does this model work in terms of engagement and checks in rural areas? When that pilot ends it may show that more resources are needed in that area.
- 8.8 There may be more flexibility in cover once the coverage and key stations is better understood and other options could then be considered.
- 8.9 RH asked for clarification of what was being closed in this report. LC said that the activity is to reduce the risk in rural areas by increased Home Safety checks by operational crews. A Dashboard has been produced which shows crews where it shows the visits allocated on their ground and the steady increase of visits can be seen. The operational crews may not be doing the visits in rural areas but them taking on more visits in their W/T ground releases the Safe & Well officers to the visits in the rural grounds.

- 8.10 JG said that although all the chess pieces are on the board, they have not been moved where they are needed as yet. Is closure the right thing to do until we see where those chess pieces are going, and we see that increase particularly in the rural areas? MB is concerned when would this be able to be changed as an activity under the Annual Plan, it seems more like business as usual with an area of ongoing improvement rather than a of piece of work that needs to be achieved. This needs to be fed through the Continual Improvement Board which MB chairs.
- 8.11 RH focusing on the action regarding designing the dashboards, is this tool going to direct our efforts towards isolated rural areas at risk or is it going to direct our efforts to where the highest number of required Home Safety Checks are? LC replied that the tool itself will show where the visits have been booked in and supports the policy and strategy as well as the Target Setting Paper that go along with this. ECFRS will support this with a set of targets of where the Service would like to get to in rural areas. It may be that follow on actions are required which shows how this will be monitored going forward.

Action 10/22

RH asked LC that an updated Closure Report come back to the Board regarding rural home safety checks, with any further actions

- 8.12 KE added that in this particular area, there is another plug-in for the Motorola System, where there is a live feed of data mainly around Home Safety Visits and showing where the hotspots are and assisting services mobilise resources in areas most required.

9. Operational Training Assurance of Competence

- 9.1 Regarding the People Portfolio, CB has provided the People Strategy Action Plan with two appendices which will soon be in one report.
- 9.2 CB went through the highlights of the People Strategy Action Plan.
- 9.3 The Code of Ethics where implementation continues into Q.4
- 9.4 E-Learning Module to go live with final testing today which will be shown at the Managers Conference in April.
- 9.5 Future papers added to the template which makes it clear that the Core Code of Ethics has been considered in the proposals being made to P&R and/or Strategic Board.
- 9.6 It is Holocaust Memorial Day today which is included in the newsletter with the publication of the Annual Diversity Calendar in January. The February focus is LGBT.
- 9.7 Learnpro went live in Q3 with mandatory training is moving step by step across.
- 9.8 On the L&D paper in the first Appendix it shows that the 100 mark has been broken in respect of colleagues engaging in the development programme. A review has been commissioned of the first year of delivery which will be conducted by an internal working group. The first couple of Cohorts have just passed out and will be attending action and learning sets as part of the return on investments, showing the learning with their teams throughout the year.
- 9.9 There has been a sharp increase in the number of coaching partnerships which is 160 sessions in Q3.
- 9.10 Regarding Operational Training, there are copies with the Dashboard to shape the direction of travel for the Performance Report, and this shows in the Operational Training Report what we are aiming to measure. Competence is to train, assess and verify. The new PowerBi reports together with PDRPro will show compliance with mandatory central training, and the PDRPro link goes through to local acquisition and development of the skills.
- 9.11 There are two infographics via the PDRPro link which reports infinitely. There may be a cause for alarm and so there is a rag rating which reports on PDRPro and shows 39 elements that colleagues need to complete across a 12 month rolling period on quarter by quarter basis.
- 9.12 The last infographic relates to core learning in centrally acquired training which is practiced locally but the quality of what is being delivered is good and live feedback is being monitored through PowerBi from colleagues attending the courses. The

completion of these platforms is lower than expected and the Service are exploring the use of QR codes as the training delegates are left to complete feedback before leaving, which should be live in the next 6 weeks.

- 9.13 CB would like to thank LC and her Team for all the work on the PowerBi dashboard which transforms how the Service reports.
- 9.14 PBI asked that going back to the evaluation point, when the staff surveys are undertaken is it possible to establish any correlation or link between those colleagues who have been invested in some way in L&D and the levels of satisfaction of morale that they are reporting?

Action 11/22

CB to explore if correlations can be made between training investment and morale CB.

- 9.15 JT said that she could not get the links to work in the documents. PDRPro needs a password and the Dashboards did not connect. Perhaps a screen shot is needed in future for purposes of reporting to the board. CB would prefer to ensure the digital link worked which would enable to the document to be viewed. CB offered to show JT her screen so that she could view in the meantime.

Action 12/22

CB to look at connection issues of the links in the document coming to board meetings, specifically PDR Pro and PowerBi dashboards

- 9.16 RH questioned the Core Skills Assurance Programme (CSAP) which enables so many parts of the Service to function properly and is also a key building block in the improvement of our culture and it looks as though the Service is not there yet. RH said that CB stated that once 12 months were under our belt then she expected to see 97% compliance. CB said that this would be 1st April 2022. RH said that this will probably need to be looked at and broken down into W/T, O/C and Day Crew etc, if it is going to be this good, is a comms programme needed as this would be important information to share?
- 9.17 CB confirmed that the CSAP is into year 3 with the focus on Hazmat and Water. CB feels that Roger is referring to the PDRPro Planner which is closely linked. RH said that the ability for mixed crewing does not depend on Hazmat and Water skills but the eight plus core skills and driving and that is PDRPro 3. CB agreed and added that pdrPro Planner replaced tasks and the task year finishes at 31 March which is a rolling acquisition of core skill, whilst the CSAP is a separate product and is the Service centrally assessing. pdrPro records the local assessment by a local watch manager whilst the CSAP is centrally delivered by the Core Trainer which is also in its third year and does not finish until end of 2022. By this time will be an end to end point assessment and all firefighters will be assessed in this way.
- 9.18 RH asked if in that case is pdrPro 3 not relevant to that. CB clarified that the CSAP is relevant but pdrPro not so much, but it does tell us that our Phase 3 Firefighters are competent at the end of each training year. RH added that it is not currently covering everyone, and CB confirmed that it is covering all of those covered by Phase 3 but is assessed by the local Watch Managers who are all skilled and qualified to do this assessment programme.
- 9.19 RH said that although pdrPro is under the heading of Competence and Core Skills he does not see a separate section that talks about CSAP separately and the Dashboard that is included on page 5 with the headline CSAP. This is a material issue with additional resources supplied to operational training. This paper needs to focus where the Service is on CSAP.
- 9.20 CB stated that there was a separate appendix that was CSAP specific which has not been attached to the papers and CB will forward. CB gave assurance that by the end of 2022 the core skills will have been centrally assessed, the local skills have already been assessed.

Action 13/22

CB to forward the missing appendix regarding CSAP to the Board and RH to read as a follow up item at the next P&R.

10. On Call Development Programme

- 10.1 MB said that this was in the course of a redesign around the change space, and this was reviewed last week at a Board meeting which MB chairs. It was reviewed as to what it still needs to deliver and whether it should continue or close or start in a new format. A decision was made as the programme has achieved what it set out to do i.e. Onboard Recruitment and Development Pathways but the Service have not quite achieved in terms of flexibility in retention and so this was shut down as a tranche and will review this programme again with a new sponsor and project manager.

11. On Call Conversion Project

- 11.1 There were some suggestions as to what the Board would like to see in this report. There is a high-level summary on Dovercourt and Waltham Abbey as they have converted.
- 11.2 There are still a number of issues at Dovercourt due to Phase 1 and recruiting firefighters which are being addressed. Great Baddow is due to be converted on Monday. SWF is the next focus of attention which is aimed to convert by 31st July 2022.
- 11.3 RH said that the part lost on the Dovercourt Report is that crucial table giving availability by pump by month which RH will no doubt need to be held to account to at the locals in Harwich and would like to view. This is a critical issue as it needs to be understood if the pumps are available, especially as in the paper last month availability of the 2nd pump was down to 17%. MB agreed, this was mainly due to Covid Absences and the loss of a Watch Manager. There were less specialist people to staff both pumps.
- 11.4 RH said we need to look at the breakdown of times of day etc and ensure that people are there to cover, which is expensive, but 17% is unacceptable. MB agreed and added as a stand-alone target it is unacceptable but is comfortable that so long as one pump is available at Dovercourt then the risk is mitigated as long a resource is in attendance in the response time. There has been a commitment made to increase the availability of the second pump and this will be worked towards.
- 11.5 RH said that this has been previously discussed and both a short term and long term mitigation plan needs to be in place. MB reaffirmed the commitment and also confirmed that there has been 100% fire cover at Dovercourt all of the time.
- 11.6 JT asked regarding the "Lessons Learned" that a list that could be attached to so that it is visible. MB there was a Lessons Learned Paper from Dovercourt which lead to budget conversations regarding transitional arrangements. RH added that this was a useful exercise some 6 months ago and it may be worth revisiting. MB will take this away and revisit.

Action 14/22

MB to review the Lessons Learned papers previously completed for Dovercourt. Two year performance data to also be added to the report

- 11.7 MB said that the remaining Day Crew staff at SWF were asked if they would like to remain as officers at that Station and all have decided to move on to their new W/T positions in other parts of the Service. New adverts will go out to recruit for those roles asap.

12. Deep Dive Programme Update

- 12.1 Two Deep Dives have been undertaken since the last update, one on operational debriefs and one on Community Safety Plans.

- 12.2 The notes from the meeting are in the packs. There are complete packs which JT will circulate if required.
- 12.3 Very positive and useful debriefs which are found useful in both the PFCC and ECFRS.
- 12.4 Three actions were generated from those Deep Dives:-
- Operational Debrief – A Review of the Operational Assurance Report in May to look for evidence that learning is evaluated, and improvements have been adopted which is action for JT.
 - 2 On Community Safety Plans: -
 - The Service have issues accessing some of the data from Social Services and there is an offer from the PFCC to provide any assistance with their links to those partner agencies.
 - Consider whether Essex would be interested in commissioning work to calculate the economic impact of Prevention and Protection activities and confirmation whether we could be a trailblazer in that rather than waiting to feed into a national debate.
- 12.5 One of the actions from a previous Deep dive has been closed on flexible benefits and wellbeing which was regarding making sure that flexible benefits was being promoted on the vacancies page, to encourage those wanting to apply and showcasing as an employee of choice.
- 12.6 RH also feels that these are very interesting and would like to hear future feedback. CB confirmed that they have been useful in focusing the Service on where they have been and where they are now and where they still need to get to.
- 12.7 PBI said to follow up on the Data Sharing point, one of the developments since the Deep Dive conversation there is a document known as the Essex Data Declaration that has been developed by Exeter. It went to the last Essex Leaders and Chief Executives meeting with a recommendation that agencies seek how to adopt that in their own governance processes. If this does go to various agencies etc particularly the social care authorities, that should help with the sharing of social care data as it is drafted with the point of view of sharing data.
- 12.8 KE confirmed that the Service are involved in those conversations from an Emergency Service perspective.
- 12.9 RH thanked JT for the report which shows the in-depth work done. It gives a useful summary that can be published. JT confirmed that they are published

AOB

There was no AOB

Publishing of Papers

All papers can be published

There being no further business, the meeting closed at 12.12pm

The next meeting is on 23 February 2022