



MINUTES

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

26 May 2022, 1400 - 1530 via Microsoft Teams

Present:

Jane Gardner (JG)	Deputy Police, Fire and Crime Commissioner (Chair)
Jo Thornicroft (JTh)	Head of Performance & Scrutiny (Fire), PFCC
Pippa Brent-Isherwood (PBI)	Chief Executive & Monitoring Officer PFCC
Rick Hylton (RHy)	Chief Fire Officer
Karl Edwards (KE)	Director of Corporate Services
Lucy Clayton (LC)	Performance, Business Planning and Policy Manager
Chris Parker (CP)	Director of Operations
Amanda de Margery (AM)	Deputy Finance Director
Sarah Smith (SS)	Procurement Manager
Jaclyn Thorold (JT)	Assistant Director, HR

Camilla Brandal Minutes, PFCC's office

Apologies:

Roger Hirst (RH)	Police, Fire Crime Commissioner (Chair)
Neil Cross (NC)	Finance Director and Section 151 Officer, ECFRS
Moira Bruin (MB)	Director of Operations, ECFRS
Colette Black (CB)	Director of People Services
Janet Perry (JP)	Strategic Head of Performance & Resources, PFCC

1 Welcome and apologies

JG welcomed everyone to the meeting and noted apologies from those above.

2 Minutes of the last meeting

2.1 KE was not present at the last meeting and the minutes will be amended accordingly. Subject to this amendment, the minutes were agreed.

2.2 There were no matters arising.

3 Action Log

14/21 Finance Training
New Power BI financial dashboards will be launched in April followed by internal training through Q1. This will be followed by a Finance for non Finance people training course for budget holders.

- 105/21 Annual Plan Update – Deep Dive Session
Awaiting new date for Deep Dive.
- 17/22 Finance Report – New Style Accounts workshop
Meeting held on 10 May. Propose close.
- 21/22 Prevention Report – School Vulnerability and Booking systems
Work due to be completed by end of June. Due date proposed to be moved.
- 26/22 Annual Accounts Timetable
Meeting held on 10 May. Propose close.
- 27/22 Monthly Performance Report – Average Learning Engagement Percentage
New reporting method being established utilising Power BI technology to resolve potential reporting inaccuracy.
- 29/22 Q3 Performance Report – False alarms
Awaiting updated document. Lucy Clayton confirmed she would provide this to JTh.
- 32/22 Publishing of Papers – safeguarding
Meeting held on 12 May. Propose close.
- 33/22 Safeguarding – Fire Magazine
Article circulated together with interview with CFO. Propose close.
- 34/22 Monthly Performance Report – Ingatestone Station
Update requested.
- 35/22 Monthly Performance Report – Trend increase of secondary fires
Update requested. Due at June board.
- 36/22 Monthly Performance Report – National Target Trendline
Update requested. Due at June board.
- 37/22 Monthly Performance Report – Control Room Turnover Data
Lucy Clayton, Martine Jones and Janet Perry in touch to review data together after half term.
- 38/22 Response Strategy Update – Epping
Update requested on how good the engagement had been with the CSP and also to congratulate the fire representation on the CSP.
- 39/22 O/C Development Programme Update – wording amendment
Wording provided. Propose close.
- 40/22 Converting Station Action Plans update – exit interviews
Feedback provided did not reflect any concerns from the exit interviews.
- 41/22 Converting Station Action Plans – financial information
Financial section to be added to the Action Plan.

4 Forward Plan

JTh went through the standing items and substantive items scheduled for this meeting and June's meeting. There were no comments on the proposed items as scheduled.

5 Finance Report including review of final budget outturn

- 5.1 AM presented the report for expenditure against budget as at April 2022 and which reported on any major budget variations. The Board were asked to note the position on income and expenditure for Year to Date compared with the budget, and the capital expenditure spent against the budget for period to April 2022. The report also included the republished March outturn figures for 2022.
- 5.2 From the Executive Summary there was a surplus in the month of £966k with a core surplus of £966k which is attributable to the phasing of the funding that is received from the Revenue Support Grant. The Year to Date Core pay underspend includes a Wholetime variance of £100k in the month (related to the lower FTE numbers in the protection team). Some costs were offset by ASW costs of £47k and turnout costs in the month have been higher compared with previous years. Support staff shows a variance to budgeted FTE of 14.95 (procurement and performance and improvement teams), total non pay costs have a continuing core variance of £38.1k underspend (Capital financing items and support costs). Earmarked reserves has a discrepancy between costs and release of reserve funding due to the timing of the sign off around consultancy work.
- 5.3 The Balance Sheet shows key monthly rather than year to date movements with cash and cash equivalents reduced from £20.5m to £19.1m in the month, and the forecast cash position over the next 12 months. AM reported on the capital programme where the budget for 2022-23 is £9.087m.
- 5.4 JG thanked AM for the report and also wanted to thank the Finance Team for the work that has been done over the last couple of years to show a very clear picture of the overspends and underspends and the budget.
- 5.5 RH y also wanted to thank the Team for the work that has been done around the budget and the clear way it has been reported, which in turn, enables the Service to monitor items of potential concern (i.e. pay and utilities) much more easily.

6 Performance Report

- 6.1 LC presented the report in its new format as a dashboard and explained the reasoning and data captures behind each slide (as it is now a dashboard it updates daily rather than producing data on a monthly basis). LC confirmed that the report will be altered following comments already received and there is opportunity to fine tune it. The dashboard has been aligned against the Performance Framework and although contains less data than the previous reporting system, provides a focus on particular strategies. A brief discussion took place around data quality and how the data is protected and validated.
- 6.2 A brief discussion took place around the deliberate fires reporting and this would be updated in next month's report as this has been highlighted already and being worked on.

- 6.3 LC went through the coverage dashboard which now contains a refined data set which provides better accuracy for the reporting of whether an appliance is on or off the run. The dashboards now included information on attendance times per split of the day, incidents, availability and coverage, attendance, casualties, prevention and protection, operational crew, prevention and protection visits, operational training, information governance and HR.
- 6.4 JG thanked LC for the new dashboards and all the work that has gone into them. JG asked about the real-time data and access to the dashboards for Jo Thornicroft via her ECFRS laptop. LC confirmed that access is being organised for her. RHy asked whether there would be an opportunity for a pre-meet on the dashboards between LC and JTh to highlight any areas that need interrogating? LC confirmed that this is something that is being organised.
- 6.5 JT commented that the dashboards and data presentation is now enabling conversations with the Management teams which will support the commitments to this Board. PBI suggested that the dashboard interrogation could be an in-person conversation at a future P&R (maybe as part of a Deep Dive).
- 6.6 A brief discussion took place around the protection inspections and time lost to sickness which are out of target. CP commented that the protection issues and the Risk Based Inspection Programme are caused by the target figures having been set too high to start with on a static document and work is being done around how to reprioritise the RBIP and close the gaps, and work is also to be done on developing a new RBIP using live information so that the response is allowed to be more flexible, ready for the next CRB period.
- 6.7 JT commented that the sickness figures are likely to be attributable to the NHS opening up for availability for treatment (delayed treatment or recovering from operations etc). JT also commented that there may be a potential increase in the sickness reporting figures as 'Absence due to Covid' will now be included and monitored.
- 6.8 JG asked about the increase in the numbers of casualties from road accidents etc and how the Service are dealing with this increase. KE commented that the Service are running the campaigns around mobile phones and seatbelts, for example, and focusing on age groups. The Firebreak courses are also raising awareness, along with information at community engagements etc with constant messaging. A brief discussion took place around Leading Greater Essex's work over Vision Zero and SERP Plan and JT would share any outcomes when they become available. JG commented that both RH and PBI are involved in SERP if any assistance was required.
- 6.9 JG wanted to thank LC and the Team for the dashboards and the new way of reporting.

17 Deep Dive Programme Update - Information Governance

JTh confirmed that two actions had been produced following the Deep Dive on the HMICFRS Recommendations which are now on the Action Log. JTh confirmed that the new Deep Dive programme will be prepared for 2022/23 and will be presented at the next P&R Board in June.

JTh left the meeting at 1455

7 Target Setting Paper

- 7.1 LC presented the paper on the Performance Measures Target Setting 2022-23 and the recommendations within the paper for the methodology used to create targets be noted and the Board to agree the targets set out in the paper.
- 7.2 JG asked about the plan for the measures that still need to be developed and what is being put in place to do this work? LC confirmed that some of the measures are on hold due to issues with accessing the data within the system (workforce, diversity and attendance management cases) but once the data has been accessed, the targets will be developed. This also applies to Safe and Well data. The reduction in economic impact is not a target that the team would be able to produce within the Service as the data is not currently captured, which is the similar position with reductions in incidences within vulnerable people groups not being captured on the IRS system.
- 7.3 A discussion took place around the targets as set out, not having being achieved over recent years, for example, appliance availability and sickness figures, and what will be done to make them achievable. PBI suggested that the target table for next year contains information on looking backwards and forwards. It was agreed that a specific Deep Dive would be scheduled for performance.

Action: 42/22

JTh and LC to discuss putting a Performance Deep Dive (around targets) on the new Deep Dive plan.

8 P&R Terms of Reference

PBI commented that the Terms of Reference for this Board have been reviewed as part of the review of the Constitution and briefly went through the updates/changes. Any further comments (following RHy's and NC's comments) to be sent through to PBI before 8 June (Strategic Board).

Action: 43/22

Any comments on the P&R Terms of Reference to be sent through to PBI before 8 June.

9 Procurement Review Update

- 9.1 SS presented the first draft of the Procurement Dashboard and welcomed comments on the new format/ presentation. Key items from the dashboards were Category Organisation Structure, Headlines, Spend Analysis, Contract summaries, Single Tender Action status, Social Value contribution and RSM Audit Actions status. SS confirmed that the positions in the team will be filled at the beginning of September and work will begin on drawing up the first Procurement Strategy where it is anticipated that it will be presented at the September Strategic Board meeting.
- 9.2 JG thanked SS for the really good report which inspires confidence in the way forward for reporting. KE commented that the Procurement team will now align with the national position with procurement category managers. RHy commented that this is a good example of where something isn't working well, it is addressed regardless of how uncomfortable the issue is, and then resolved.

KE left the meeting at 1530

10 Annual Workforce Plan

- 10.1 JT presented the Annual Workforce Plan which is reporting on the last year, and commented that there were a number of actions that have arisen from each area of the Plan which JT is working on with the Team.
- 10.2 JG asked about exit interviews and the low rates for wholetime and on-call employees, and the on-call resignations where work/life balance is cited as a reason for leaving. JT commented that this is an area of focus for the Team and will be looked at. JG acknowledged how well the Service is doing with the diversity agenda but as combined records for wholetime and on-call show 5.5% of the gender being female for Essex against the national average of 7.5%, did the Service think that they would be able to reach the national average or above? JT confirmed that there is a positive action plan in place which is looking at this particular issue.
- 10.3 A brief conversation took place around the length of service figures shown on Table 15 and JT offered to report on this in more detail.
- 10.4 JG thanked JT and the team for the report.

11 Leadership Resourcing and Succession Update

- 11.1 JT presented the update on the Leadership Resourcing and Succession process where the process has been refined and updated, and the differences between the recruitment process and the LRS process have been set out more clearly as there was some confusion around both. JT commented that she was pleased with the progress that has been made over the year but there is a lot more work to be done to achieve maturity in order to deliver.
- 11.2 JG thanked JT for the report and commented about being guarded around the cultural shift of calling the LRS process a 'talent pool', and JT commented that this issue is addressed when onboarding new recruits through mythbusting and testimonials from others who have gone through the process.

JT left the meeting at 1543

12 Digital and Data Strategy Update

JG had a comment around the Station PA system project that had been experiencing delays due to supply but AM confirmed that this would not affect or delay the overall project. There were no further comments.

13 Quarterly Grenfell Phase/ Action Plan Update

The paper had been read but there were no comments raised.

14 Quarterly Operations Assurance Report

The paper had been read but there were no comments raised.

15 Quarterly H&S Report

The paper had been read but there were no comments raised.

16 On-call Conversion Project – Station Update

The paper had been read but there were no comments raised.

18 Any Other Business/ Publishing of Papers

SS asked that the Procurement Dashboard is not published due to sensitive information contained within it.

There being no further business, the meeting closed at 1546.