

MINUTES
POLICE, FIRE AND CRIME COMMISSIONER FOR ESSEX AND
ESSEX COUNTY FIRE & RESCUE SERVICE
STRATEGIC BOARD

10.00 – 12.30

9 June 2022

Via Microsoft Teams

Present:

Roger Hirst (RH)	Police, Fire and Crime Commissioner (Chair)
Pippa Brent-Isherwood	Chief Executive Officer, PFCC's office
Rick Hylton	Chief Fire Officer
Moira Bruin (MB)	Deputy Chief Fire Officer, ECFRS
Karl Edwards (KE)	Director of Corporate Services, ECFRS
Colette Black (CB)	Director of People Services, ECFRS
Chris Parker	Assistant Chief Fire Officer, Director of Operations, ECFRS
Neil Cross (NC)	Chief Finance Officer, ECFRS
Janet Perry (JP)	Strategic Head of Performance and Resources, PFCC's office
Jo Thornicroft (JT)	Head of Performance and Scrutiny (Fire), PFCC's office
Christine Butler	Minutes, PFCC's office

Apologies:

Jane Gardner (JG) Deputy Police, Fire and Crime Commissioner

1 Welcome and apologies

RH welcomed everyone to the meeting and noted apologies from Jane Gardner due to Covid and wished her well on behalf of the Board.

2 Minutes of the previous meeting and any matters arising

Accuracy

- 2.1 MB's job title was incorrect on the last Minutes and asked this to be changed to Deputy Chief Fire Officer and Chris Parker to be changed to Assistant Chief Fire Officer and Director of Operations.
- 2.2 The Treasury Management Strategy item 9.3 'these are now being reviewed' should read "have been reviewed".

No matters arising.

The minutes were agreed subject to the above amendments.

3 Action Log

7/22 and 14/22 Fleet Workshops

These actions are linked and are in relation to the fleet workshops Decision Sheet. There is an action for KE/JTh to align those with EP. EP have not presented anything to their Board on Fleet Workshops and there is not anything currently on their Forward Plan. RHy said that there is now a Decision Sheet which will be shared with the Chief Constable for this to be further discussed with the Commissioner. RHy confirmed that the Decision Sheet is to set aside the decision that had originally been taken when ECFRS were going to build a Fire only workshop at Boreham but are now going to go ahead with a shared workshop with EP. RH clarified that a Decision Sheet is needed and in the Governance Section it should be noted that the Chief Fire Officer has consulted the Chief Constable and he agrees with it. A Decision Sheet will also be needed from EP as it is a shared cost. KE confirmed that EP are sighted on the ECFRS Decision Sheet. In the Action there was an item to pull out the costings and make more visible in the Decision Sheet which has been done. Close.

- 15/22 NC to share information on Category 2 individual which has been shared. Close.
- 16/22 Future dates in the Forward Plan.
JTh and MB have gone through the Forward Plans for both Strategic Board and P&R.
Close
- 17/22 Communication Strategy.
This is coming to the Strategic Board in September and is on the agenda. Close.
- 18/22 Extraordinary Strategic Board – final sign off of Annual Accounts.
This meeting has been scheduled for 29 September 2022. NC confirmed that there are pre-meets etc scheduled in the weeks leading up to the sign off with JP but there will also need to be a close out meeting with the PFCC beforehand. Close.
- 19/22 Portfolio change list of roles.
MB has added a list of roles to the Draft Annual Plan. Close.
- 20/22 Continuous Improvement Board.
JTh to be added to the list of attendees and the Programme Board, this has been done.
Close.
- 21/22 Annual Plan.
Amendment re Broadening the Role & Productivity This has been completed. Close.
- 22/22 Decision Sheet.
Amendment to alternative options to explain that more than one option had been considered. This has been completed and the Decision Sheet has been signed. Close
- 23/22 Annual Plan.
MB to discuss EDI section and wording on protected characteristics. The wording has been amended. Close.
- 24/22 Reserve Strategy.
NC to add additional comments to confirm that it did not need to be drawn down as it did not need to be transferred from Innovation and Transformation into Productivity. Comments added and Decision Sheet signed on 1st April. Close.
- 25/22 Reserve Strategy.
NC to summarise usable and unusable reserves. Comments added and Decision Sheet signed on 1st April. Close.
- 26/22 Reserve Strategy
NC to implement some scenario planning which is included in the MTFs presented at this meeting. NC confirmed that there may be some issues regarding the Budget Paper to align projects that are funded from Reserves which will come to the next Strategic meeting in September, and which will need to be in the Budget Timetable to align that reserve with key elements in the Annual Plan. Close

- 27/22 Capital Strategy
NC to provide a link between the Capital Strategy and the Treasury Strategy to demonstrate where the funding for the Capital Finance Requirement comes from. This has been updated and Decision Sheet signed on 1st April. Close
- 28/22 Treasury Management Strategy
Removing references to “internal” borrowing and changing it to “internally financed”. This has been completed. Close
- 29/22 Pay Policy Statement
CB to amend the Decision Sheet in the Alternative Options section. The Decision Sheet was signed on 23 March 2022. Close
- 30/22 Public Sector Equality Duty Objectives
CB to add more data points to expand the outcomes. CB and Darren Horsman (DH) have discussed further. CB would prefer not to put the data points in the document as the document has been created for many different audiences and as soon as there is dated data in a designed document, it is not able to be used in that way. CB provided the data separately to DH which was extensive and sent to him on 8 June 2022. Action to keep open until complete. Open
- 31/22 Public Sector Equality Duty engagement work
Request from DH to be included in the Public Sector Equality duty engagement work. Completed. Close
- 32/22 Gender Pay Gap Reporting
CB to provide a Decision Sheet with an appendix. CB confirmed that this had been submitted on 8th June 2022. Close.
- 33/22 Gender Pay Gap Reporting - Operational Training Strategy
CB confirmed that the first four words should in the Action Log should be removed. It should be Operational Training Strategy which is included in the next stage of the thinking. This is completed. Close
- 34/22 Property Collaboration
JP to liaise with Andy Prophet regarding the action on collaboration on a training facility at KP. This was discussed at the last Collaboration Board Meeting; it is tentatively on the agenda. KE confirmed that the discussion was regarding ECFRS plans but the Collaboration Board are sighted. Close

4 Forward Plan

- 4.1 A paper on Immediate Detriment was on the agenda for this meeting but due to updated information this has been withdrawn and will be on the Forward Plan for the September meeting.
- 4.2 There may be more work around Category 2 which would need to be brought back to the Commissioner before the next meeting. PBI suggested that an extraordinary meeting could be convened as single Agenda item before the September meeting if required. RH commented that due to the Home Office timetable this may not be passed until 2023 which is another year for everyone to wait for their pension entitlement and annuity. RHy added that the focus appears to be more on Category 1 at the moment. PBI informed the Board that the Fire Legal Network, which includes the Mo's for the FRAs across the Country are doing a piece of work to put together what other FRAs are doing and what options are being considered PBI will share once received.

Action 35/22

PBI to share the Fire Legal Network report on Immediate Detriment processes in other FRAs across the Country when it has been received.

- 4.3 JP said that there is some legal advice that EP have that they are going to share with legal representatives within policing, and there may be something there that we might find useful.

- 4.4 RH said that although we did sign up to the LGAs approach on this, we do not have to abide by its advice, it is up to the decision maker if they decide to take the advice or not. The current situation is not good enough for our members and not the Treasuries decision as to whether our members get paid or not. It is the Commissioner who does not want members to be affected by a dispute with the LGA, NFCC and HMT.
- 4.5 JP asked for confirmation of the date that the Accounts will be approved. NC said that the final accounts will be signed on 29th September 2022. NC replied that the draft accounts usually go through the Audit Committee and then a Decision Sheet. Last year there was an Audit Committee in July and so the accounts went through in July. This year it was in June, and they were not complete, and some changes were highlighted. This will be a Decision Sheet process and there could be some final tweaks once they go to Audit Committee. JP said that the EP draft accounts go through the Strategic Board as they are published. NC suggested an extraordinary meeting to be scheduled in July to go through the information before publishing and to do the precept decision sheet as well.

Action 36/22

An Extraordinary Strategic Board meeting to be scheduled in July to go through the Draft Annual Accounts before publishing and to agree the precept decision sheet.

5. PFCCFRA Constitution

- 5.1 PBI explained that this is the standard review of the Constitution, which has been two years since it had a thorough review. The document and supporting schedules have been reviewed. The Financial Procurement Regulations have been reviewed by NC and his team. RHy has also reviewed and commented where appropriate.
- 5.2 For ease of reference a tracked changes copy has been circulated as well as a clean copy so that colleagues can see what is being proposed as changes as well as commentary alongside that.
- 5.3 Presuming that colleagues are happy with it, subject to any amendments, it will then go forward to the Police, Fire & Crime Panel meeting in July.
- 5.4. RH said that this has been gone through quite rigorously and he is not aware of anything outstanding. RHy thanked PBI for the way she has engaged with the Service on this.
- 5.5 When PBI wrote this paper she understood that the deadline for the Panel papers was earlier, and it is not until Friday and could speak to Sophie Campion to see if it can go on the June Panel Meeting. RH agreed.

Action 37/22

PBI to contact Sophie Campion at the ECC to see if the PFCCFRA Constitution can be placed with the Panel Papers for the June Meeting.

- 5.6 JP is currently working on the Anti-fraud and Anti Bribery Policy that was part of the Constitution in Policing, does this need to be added to PFCCFRA Constitution? PBI replied that there should be one, if there is not already, there no reason that one cannot be added as a schedule. NC said that there is one that is about 2-3 years old and has not been reviewed. JP said that this could be included and reviewed afterwards. PBI suggested that that we try to get the document through the Panel in June and if that is not possible then the review of the Anti-Fraud Policy can catch up, if it is possible then the policy can be reviewed and brought forward in due course and any Decision Report associated with it should make an additional recommendation that is added to the Constitution as a further schedule that can be slotted in at a later date. RH agreed.

Action 38/22

NC to review the ECFRS Anti-Fraud and Bribery Policy so see if it can go with the PFCCFRA Constitution which will go, if possible, to the Panel for the June Meeting.

- 5.7 RH agreed the Constitution as proposed and it will go forward to the Panel on that basis and if it is agreed with the support of the Panel, there will a decision to finalise it. PBI confirmed that she will try to get it on as an additional item for the June Panel meeting if not it will be July. NC added that there may well be some additional updates next year due to changes in the Procurement Bill.

6. Budget Timetable

- 6.1 NC referred to the timetable. It is largely based on the process that ECFRS went through last year. Most of the dates are there including most of the Panel workshops. The February Panel meeting date is not included as yet.
- 6.2 The Annual Plan for next year needs a little more work on the Forward Plan with the Budget but the Service are in a good place in terms of formats and expectations for the meetings.
- 6.3 RH suggested that the first panel meeting should be held at the beginning of January, otherwise the 14-day rule can run right up against the statutory deadline (mid-February). Plans should be made to schedule this in.

Action 39/22

NC to factor in a first panel meeting to discuss papers for submission etc at the beginning of January.

- 6.4 RH said that regarding early papers for consideration, we need think about various scenarios. NC will also do this with the Budget Setting paper. There are formally documented scenarios but would like to list three more options to formally demonstrate these. RH would recommend 3, but no more than 4.
- 6.5 RH commented that the FBU have put in a pay claim for 12.4% which is beyond affordability, plus normalisation of CPD at the highest level and the same level of increase for O/C and control.
- 6.6 JP asked if the meeting at the end of September to sign off the accounts is renamed to a "Working Group" to differentiate between a workshop. RH clarified that the Panel's sub-group is a working group, and we do workshops internally.
- 6.7 RH agreed the Budget Timetable with the caveats agreed.

7. MTFP Update

- 7.1 The MTFFS was approved at the March meeting, and it has been updated to reflect inflation, cost of living costs etc. Using the Bank of England Monetary Report, the update includes an inflationary target of 2%. Current inflation is 7% which could rise to 10% this year.
- 7.2 NC has included three scenarios in order to see what additional costs to the MTFFS could look like. Our MTFFS includes 2% pay inflation with a couple of percentage non pay inflation. We are limited to the Council Tax flexibility to increase the 2%. NC has shown in the scenarios, that above and beyond our MTFFS, an additional 1% pay award would give us an additional pressure of £1.2m in Scenario 1. In Scenario 3 with an additional 3% pay award (5% in total) it would involve an additional pressure of £3m.
- 7.3 NC has shown a MTFFS taking the middle ground with an additional 2% pay award, 4% overall, with an increase in non-pay and fuel utilities. The total impact of £2.1m per

annum. Over a three-year period, it would create a cumulative deficit within the MTFS of £10.7m.

- 7.4 In the current MTFS there are investments in training and fire protection that are being considered and there are identified savings to be made. The unidentified savings of £10.7m would be the current position.
- 7.5 The paper highlights some risks as the National Insurance rate has gone up and a one-off grant has been received to fund that this year as it not yet consolidated but the expectation is that it will be. The Pension Scheme may involve a potential cost burden. NC also highlighted the one-year settlement which creates uncertainty and ECFRS Capital Programme which has quite sizable projects coming up over the next few years which will be impacted by the current situation and a close eye will be kept on affordability.
- 7.6 RH said that this was a very useful paper around the relative sensitivities. NC confirmed that the three scenarios show a full year impact.
- 7.7 RH asked what would need to be done regarding Council Tax in order to cover Scenario 2? NC confirmed that a 3% increase would be needed for one year as a base to absorb those impacts. RH suggested looking to quantify it as a precept which would be useful information to have. NC can put this information in the paper. RH said to look at the impact of this year and two forward for the next version. NC agreed.

Action 40/22

NC to quantify scenario 2 in the MTFS as a precept to demonstrate what would be needed as a Council Tax Increase.

- 7.8 RHy asked if there would be an option to for the precept to be flexible as he understood it was capped. £5 would equate to a 6% increase. RH added that the first point is demonstrating to the Council what can be done with this increase and go from there. RHy may now be a good time to engage MP's. RH agreed.

8. CIPFA PM Code Assessment

- 8.1 This came into effect in 21/22 and is about providing good practice for financial management, principles, and standards for us to review against. ECFRS did an informal assessment within internal teams but felt that this year the mandatory route would be the correct route.
- 8.2 The three things that come out of the report:
- Procurement – centralisation of the procurement function
 - Productivity and efficiencies – Master tracker introduced which goes to Portfolio Board and Innovation and Change Team to ensure that everything is standardised. In the future all projects will have benefits identified and training is underway.
 - Financial awareness – PowerBi Dashboard which will show more visible information with financial training being undertaken.
- 8.3 An additional property role joins in July, and a general corporate team member joins in August. An additional business partner is to be taken on temporarily to assist with productivity and efficiencies, paid for via the covid grant to assist with workload
- 8.4 The deadlines for these are Q1 but in reality, it will be Q2
- 8.5 RH we need to know what we are doing going forward and on the financial side we have a much better understanding on what our costs and revenues are than most FRAs.
- 8.6 RH asked if there was a CIPFA Excellence Award or an external quality mark to demonstrate that we are good at this. NC has already looked into a procurement award

for next year. This is also an opportunity to do more benchmarking, NC will look further into this.

Action 41/22

NC to investigate the possibility of obtaining an external quality mark for the financial work that is done by ECFRS.

- 8.7 RH asked if anything further was needed on this. NC confirmed that nothing was needed at this time. This item is noted and agreeing the assessment.

9. Pension Immediate withdrawn

10. Annual Approval of SAoR and IRMP – light touch report

- 10.1 MB said that this covers the annual refresh of the Strategic Assessment Risk. There are two papers 1, being the Strategic Assessment of Risk and a cover report that sets out the asks of the Board.
- 10.2 The Board is asked to approve the revised Strategic Assessment of Risk and also approve the recommendation that taking all changes into account there are no amendments to the current IRMP at this time, i.e., it still serves to mitigate the identified risk.
- 10.3 The Board is also asked that in line with the National Fire Standards the terminology or reference to Integrated Risk Management Plan is now to be changed to Community Risk Management Plan.
- 10.4. MB confirmed that nothing material has changed in the documents, it is a light review, it will be subject to a further review on the run up to the CRMP. The changes are being monitored as there are some significant developments in the pipeline. The next phase will require a deeper look into some areas such as Grenfell Enquiry.
- 10.5 RH said that most of the local development plans have been approved over the last few months. What resources will we need to have in place to plan ahead before those new local developments, to have conversations about the increased demand and risk for the future. MB said that there are some mechanisms already to gather information and put the timelines in place for that engagement which feeds into the strategic risk outlook.
- 10.6 There will be a project plan for the CRMP which will outlines all the items that will happen going forward and this is part of the Annual Plan. RHy said that conversations will need to be had to ensure that it aligns with the Manifesto's and the future Fire & Rescue Plan.
- 10.7 Roger asked if this is a plan on how we refresh our Strategic Assessment of Risk. It is not the SOR itself, it is how we do it in the future to ensure the horizon planning is in it. MB confirmed that it will be done in light of the National Standard on CRMP and what ECFRS are looking at now is how to change what we do in order to meet that Standard.
- 10.8 RH asked if it was just a matter of changing the first letter, as he understood the requirements were slightly different for a CRMP. MB confirmed that this is what the Service are moving onto as we are adopting this. RH asked if it is sensible to change the name of the IRMP which was done as an IRMP until we create a CRMP in the future. RHy confirmed that there are no plans to change the current IRMP, this is a refresh of the Risk Assessment that's sits beneath it. Going forward the new one that

will be done for 2024 onwards will be done as a CRMP. RH commented that this paper is seeking a change to call our current IRMP a CRMP, MB feels that it is vague, but she will take back and continue to refer to this paper as the IRMP but in the future planning it will referred to as the CRMP. RH agreed.

- 10.9. PBI said that one of the suggested changes that was marked up in the Constitution Document that where it refers to an IRMP that it is changed to a CRMP and asked for confirmation to reverse that change before the Constitution goes to the Panel and make the change to the next Constitution which is done every other year but may be changed sooner due to the finance regulations/White Paper changing. This was agreed.

Action 42/22

MB to continue to refer to the document as IRMP and new documents in the future to be known as CRMP.

Action 43/22

PBI to change any reference to the IRMP being as CRMP in the Constitution, before submission to the Panel

- 10.10 JTh noted some workforce data on page 10 which has a different cut to that used in the published Workforce Report, therefore the data is different. Also, on page 12 there is some end of year performance information. JTh has not seen the End of Year Report yet but we need to ensure they align. MB said that this can be done.

Action 44/11

MB to ensure that the workforce data on page 10 in the SAoR, and the performance information on page 12 aligns with that already published.

- 10.11 MB said that we have looked at what has changed in the Community around us in terms of risk and are happy that no changes need to be made to the IRMP at this time. RH asked regarding Solar Panels and battery storage. CP said that there was a lot of work going on, not just in Essex, and there has been very little guidance. There is someone who has been taken on as the NFCC lead on that workstream. The Service have a working group working with planners and giving views on many consultations and will continue to monitor and look at how that will impact our resourcing and whether the Service can mitigate the risk.
- 10.12 RH asked PBI if the Annual Review of the Strategic Assessment of Risk and the IRMP require a Decision Sheet. PBI replied that one is needed, and it can be brief and cross reference. Previous versions are available from previous years to use as a template.
- 10.13 RH confirmed that there no further changes to the SAoR until the next review.

11. Annual Plan 21/22 Closure incl. Fire Standards

- 11.1 MB explained to the Board that this was the Annual Plan Closure Report for 21/22 and it divides the activities into closed, rolled over, or moved from the Continual Improvement Board to the Portfolio of Change.
- 11.2 There are 53 activities, 31 are complete and close, 10 have been rolled over and 12 have been moved to the Portfolio Management Board which are all grouped under the priorities of the Fire and Rescue Plan and Appendix A outlines the 10 rolled over activities with the reasons for them being rolled over.

- 11.3 There are some inaccuracies that have been picked up. The level of assurance that has been carried out on this report has been very valuable in showing up inaccuracies i.e., an item declared as closed still had issues outstanding to be resolved i.e., the MTA Report which had been closed but before HMI had reported back. MB commissioned a Quality Assurance Report around the closure of that activity which showed the items still outstanding. Going forward this level of assurance will be applied as a matter of course.
- 11.4 There is a discrepancy with the review and refresh of the RBIP and restructure and it does not specifically call out quality assurance. Quality assurance of the Protection function is something that we are focused on, and this also forms part of HMI feedback too. MB proposed that the definition be expanded of “done” to specifically call the Service out until it has actually been completed. RH agreed.
- 11.5 There is a discrepancy on the Water Rescue Strategy which is there but should be closed as it is about to go “live”. MB will incorporate the changes.
- 11.6 There was a rollover statement prepared which does need to be included with an expected delivery date of June 2023 around the review of the car schemes which should have been included. CP said that it has been done and the specification worked through to determine the vehicles that we need to work on for the business case which will be in 22/23.
- 11.7 MB said those changes need to be made for the report to be accurate and most of this happens at the time of the meetings and is a working document. These will be done in line with the change processes that were brought to the last Strategic Board around how the Service were going to divide up the change processes. In that process there is an Annual Plan Change Management Process and MB noted that a Q1 Report is due to come to P&R in September, so that can stand, or it can be added to the June meeting but will need to be changed on the Forward Plan. JTh agreed that this would work for September. MB anticipate some more changes to the Annual Plan to incorporate some of the recommendations that have come out of the HMI Report.
- 11.8 RH recommended working in established channels rather than too many strands working in parallel and keep it to a regular rhythm if possible.
- 11.9 CB noted another change on the rollover, the action on P15 on reviewing the outcomes of positive action, we agreed was complete as it had been reviewed in May 21 and November 21 internally and externally.
- 11.10 RH asked what the next steps were with the Closure Report. MB said that this was due to come back to P&R In September. JTh agreed with this decision.
- 11.11 RH said that it was this report that the rep bodies were most interested in discussing at recent meetings. There was a question around the FBU regarding LearnPro and PDR Pro training for the MTA being purely on-line? CP said that one element of it is online, but it also forms part of the exercise program which operational staff have access to, which consists of awareness training online and the practical application training in a formal exercise programme. Every station is being captured now which are all being logged to confirm attendance. RH asked if this could be explained to the rep bodies. Another item that was discussed was an Oxford Calculator regarding training overall. CB said that the Oxford Calculator is a recognised method. This is a way to identify the frequency of training, the FBU were concerned that their members were receiving less training. It offers training in a proportionate way based on how risk presents itself. There are discussions ongoing.

- 11.12 RH said that the rep bodies also discussed the Decon Project regarding decontamination and BA training facilities. CB said that all those actions have been taken. RH said that the rep bodies did not think that it had all be actioned as of yet. MB said that the Service have been very proactive, and it is one of the success stories a couple of years back working the FBU and University to complete that work. What is being highlighted is some property work which is still to happen to allow segregation of the spaces, which are the last actions to be taken.
- 11.13 RH said that there were some other concerns which were general i.e., direct entry having operational experience to take on operational responsibility, concern regarding out of hours fire safety officers being compliant with Working Hours Directive and concerns that the Grey Book does not provide for O/C participation in a rota. CP said that this was regarding Contracts of Employment that require an O/C response which CP has been working on. CP said that out of the back of last Grenfell Enquiry was the out of hours response for fire Protection, so we asked for some volunteers that were paid accordingly. This was a mixture of Green and Grey Book personnel and that FBU agreed with that consultation. It is not in the Grey Book but has been done for quite a few years. This is currently being worked through how the Service can make this arrangement more formal.
- 11.14 The FRSA feedback was more around mixed crewing. Also, that the Service have made this more difficult through risk assessments for those who have already been designated as safe to ride. CB replied that this is regarding the Mixed Crewing Policy and there is a particular section which the rep bodies have concerns around. RH said that Devon, Somerset, Hereford and Worcestershire FRAs are making it work as CB may want to look at their models.

Action 45/11

CB to look at Devon, Somerset, Hereford and Worcestershire FRA Mixed Crewing Policing models on risk assessments around new risk assessments for those who have been designated safe to ride.

- 11.15 RH agreed this Closure Report, subject to final review of this Closure Report at P&R in September.

Meeting adjourned for a break at 11.41

Meeting resumed at 11.47

12. Training Centre Update Brief

- 12.1 KE showed a presentation to the Board on the ECFRS Training Centre Relocation.
- 12.2 For the remainder of this financial year it is proposed that the Service will be at a full business case. There are obstacles to get to that point, but the Board will be kept fully informed regarding risks, financials, etc.
- 12.3 This project is still in an early phase. The MoD have served an unofficial Notice of Departure as their own timelines are fairly vague. The MoD are departing Weathersfield towards September/December next year, subject to the MoJ getting the Planning Permission for development of the prison, which may be March 2023 depending on the sale of the land, and therefore the MoJ are not committing to buying the land at present.
- 12.4 In terms of ECFRS planning, we will have our part in 2023/2025

- If we depart in 2023, we will have to go through to our BCP as we will not be able to move anywhere by that time. This is unlikely. MoD & MoJ have said that we can stay until around 2025 as the MoJ are not going to be on site undertaking construction work.
 - If we stay until 2025: -
 - There is an access and egress issue to be resolved.
 - If we stay, additional security measures will need to be investigated.
 - Currently the electricity and water supply are via Weathersfield MoD as they control the site but once they have left the site then it is ECFRS responsibly.
 - Regarding the timeline we are currently just leaving the strategic definition phase and are about to embark on Planning and briefing. The timeline could take potentially two years.
 - There is engagement from various stakeholders in this project within ECFRS and the Client Team which consists of the SRO, Director of People and Finance, External Resource and Property Consultants.
 - Budget is £150K from the one-off Services Grant to fund the property consultants for 12 months and will probably be extended. There is an additional £100K from the Operational Training Reserve. Currently the financial commitment has been £20k towards commissioning the Property Consultants.
 - If the full Business case is approved then the project would move into the Manufacture and Construction Phases in March 2023, with a possible move in date by February 2025.
 - A site appraisal at KP has been undertaken in readiness for the move from Weathersfield. One photograph shows the square meterage of the proposed ECFRS site which will take us up to our boundary. If we need to expand, ECFRS will need to purchase more land.
 - The second photograph shows the River Blackwater, which is a grade 3 flood risk, but there are options to see if we can take a little more land. RTC training could be incorporated in Orsett. It would be preferable to have a centralised centre for training depending on costing.
- 12.5 Regarding the Procurement Strategy, to get to this Strategic Outline Case, the current programme assumes that we need to go through a compliant framework which is what the Service are aiming to do. KE went through the list of assumptions regarding the pre-planning application with Braintree Council.
- 12.6 There are a number of FRSs that are doing not dissimilar work to ECFRS at the moment i.e., Sussex. We are liaising with them on the journey of their project. We are also liaising with Cambridge Fire Service. Some comparison work is being done with other organisations to make sure that the Service are on track.
- 12.7 There are some high level (generic) risks involved to consider which have been put into the programme such as material shortage/inflation, skills shortage/BREXIT, Net Zero targets, environmental protection, Building Safety Bill, finance and affordability and business continuity.
- 12.8 KE will bring a further update to the December Strategic Board

Action 46/22

JTh to add the Training Centre Update to the Forward Plan for December

- 12.9 JP asked what considerations there had been made to the funding. CP said that all the preliminary work had been covered. For the main project it is estimated to be in the region of £3m and the funding has been allocated from Capital Receipts in our Strategies. RH added that the funds from sale of the houses had been reinvested back into improving the Service.

13. Approval for New Appliances

- 13.1 The Fleet Strategy was made in recognition of the global situation around the amount of time to take delivery of vehicles and chassis and our experience with recent appliances.
- 13.2 This paper is to bring forward the procurement of the appliances at an earlier date in recognition that they will take longer to arrive to the Service. The Strategy goes up to 2024 and the vehicle replacement is due 2025. This paper will take the Service to the next round of appliance in 2025/26.
- 13.3 RH confirmed that we need to make sure that we have the right appliances to do the job properly. If this programme is followed, the Service will be buying diesel engine vehicles with the intent of having them in the Service until 2041 which is beyond Carbon Zero. We are being locked into a breach of our own government policy on power reduction.
- 13.4 KE understood that Carbon Zero for all organisations to get to was 2050. The Service have explored what other opportunities exist for electric appliances, but the market is indicating that this is quite some time off. The current electric appliances cost close to £1m but still require a diesel generator for pumping. RH said that we need to factor in somewhere that at some stage these assets may become redundant before the end of their useful life due to environmental efficiencies, and we need to be explicit in the papers that things may change if other technology becomes available etc. RH suggested that before the order is placed each year, we take a landscape view of technology and if there is no variation in the decision sheet, to make a note that is what SMT has agreed. RH agreed.

Action 47/22

KE to add to the wording of the Decision sheet to reflect that the appliances being purchased may be redundant before the end of their useful life due to advancements in technology.

15. AOB and Publishing of Papers

- 15.1 KE advised that ECFRS had concluded the business case to procure a workforce management system through a complaint route to market using the G-Cloud Framework. The new workforce management system will provide essential visibility of resources on a Live basis as well as improve the efficiency of planning resources through a web hosted system. Furthermore, it incorporates a new app for on-call firefighters to book on and off of the system providing much improved visibility of on-call appliances that are on/off the run. Currently there is a broad mixture of ways in which on-call firefighters and stations manage their availability, through the use of WhatsApp Groups, driving back and forth to stations throughout the day to update a ledger board, ringing into control etc. The app will provide greater efficiency and modernise the way in which our resources are managed. Equally it allows full compliance against the working time directive which was a key area identified during our HMICFRS inspection

- 15.2 JP is working on the Strategic Risk Register at present and one of the things she would like to add to the Broadening the Role Risk is that there is going to be an SLT/PFCC workshop to discuss it on the 24th of June. There were no objections to it being included in the audit report that goes to JAC.
- 15.3 NC said that Amanda De Margary is taking early retirement and the role will go out to be recruited shortly. Amanda is aiming for 6th November but is happy to stay on until we have someone to fill that role.
- 15.4 NC said that the maintenance agreement on the finance system is being pulled from December 2023. JP suggested that this could go to the Collaboration Board as EP are having the same discussions. RH agreed and RHy suggested taking this offline to talk about this further.

Action 48/22

JP/RHy to set up a meeting regarding the maintenance agreement of the Fire Finance system and potential collaboration with EP.

- 15.5 Regarding future Agendas JTh will ask people what the classification is for papers to be published

Meeting ended at 12.30