



MINUTES

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

21 December 2022, 09.30 – 12.00 via Microsoft Teams

Present:

Roger Hirst (RH)	Police, Fire Crime Commissioner
Jane Gardner (JG)	Deputy Police, Fire and Crime Commissioner (Chair)
Pippa Brent-Isherwood (PBI)	Chief Executive & Monitoring Officer PFCC
Moirra Bruin (MB)	Deputy Chief Fire Officer, ECFRS
Janet Perry (JP)	Strategic Head of Performance & Resources, PFCC
Colette Black (CB)	Director of People Services, ECFRS
Neil Cross (NC)	Finance Director and Section 151 Officer, ECFRS
Karl Edwards (KE)	Director of Corporate Services, ECFRS
Lucy Clayton (LC)	Performance, Business Planning and Policy Manager, ECFRS
Sarah Smith (SS)	Procurement Manager, ECFRS
Jim Palmer (JPa)	Head of Response, ECFRS
Christine Butler (CHB)	Minutes, PFCC's office

Apologies:

Joanna Thornicroft	Head of Performance and Scrutiny (fire), PFCC
Chris Parker (CP)	Assistant Chief Fire Officer, Director of Operations, ECFRS

1 Welcome and apologies

RH welcomed everyone to the meeting and noted apologies from those above.
PBI to dial off at 11.25 to join another meeting.

2 Minutes of the last meeting

Comments for Accuracy:

- 2.1 MB noted two highlighted items
- 7.4 Andrea – This referred to Andrea McAllister
- 11.3 DDOR – Day Duty Officers Riding.

There were not any matters arising that were not covered in the minutes, not covered on this agenda, in the action log or captured in the forward plan:

The minutes were agreed subject to those changes listed above.

3 Action Log

- 3.1 RH asked if focus could be placed in closing the outstanding items on the log before year end.

14/21 Finance training for non-finance experts - NC said that the PowerBI training has been completed and NFCC Strategic Masterclass details have been circulated. Nothing

- further has been arranged regarding CIPFA budget training - this is to be moved to January on the Forward Plan. Open
- 21/22 School Vulnerability & Booking System for the Education Team – this is now part of Project Invoke and will not commence until April. Feedback to the Board in June 2023. JP to check that this is added to forward plan and close this action. Close
- 63/22 Performance Review Pre-Covid Comparator – CB to bring it as part of the HR Quarterly Report at the December meeting. CB has re provided the data and this will be followed up with the People Strategy which is on the Forward Plan. The Data is now heading towards pre-covid levels. Close
- 66/22 Joint Comms re Grenfell actions. The article has been written. JG to speak to Darren Horsman for clarification to whether this has been published. Close
- 69/22 Future Pension Fund Forecast Papers – PBI/NC discussion this action is still outstanding. Due date to be changed to end January 2023. Open
- 78/22 JPa to investigate the issue of the data on prevention rates not being accurately recorded and to respond back to the board on this issue. MB said that JPa believes the data has been recorded incorrectly and is looking into this – info due for end January 2023. Open
- 80/22 MB, JTh & LC to have a discussion regarding accessibility of the performance report and published documents. July report to have alt tags added by 1st December. JTh working with SS to correct issues. SS this is being progressed and will be done before the deadline at the end of the year. SS has sent this to JTh and will also send to JP. LC said that changes have not been made to the performance report as yet due the focus being on redesign and the amount of detail re description of data and are awaiting feedback. Open
- 82/22 JPa and RH to have an off-line conversation to explore driven questions in Special Services Data and which may impact the update information given to the Board in the future. Due date to end Jan. Open
- 83/22 JTh to set up A Deep Dive to focus on Special Services for Q1 2023. Due date February 2023. Deep dive reports to be scheduled on Forward Plan. Open
- 84/22 JTh to add an update on the Special Services Data Analysis to be put on the Forward plan to bring a retrospective look at the previous year's Special Services and any learning points going forward.
- 91/22 JPa to go back to the team and feedback on Basildon funding and the £40m budget for improvements and make them and the local team aware of the opportunities. Due date to be changed to January 2023. KE confirmed that the operational and community risk teams are engaged with the local teams in Thurrock and Basildon re the additional funding. Close
- 92/22 Response times 20 minutes+ - LC to liaise with JPa to investigate the reason for the long attendance time and respond to JTh. LC there is a dashboard with the data, but this needs a final conversation with JTh on showing her through the process in January. JP to add to Forward Plan
- 93/22 Conversations to be held regarding the submission of incident data to SERP of RTA from EP and ECFRS and the discrepancies with SERP data. LC/MB to liaise with Andrea McAllister and the Service's representative on SERP, JG will speak to Roger and Andy Prophet. LC said that SERP pulls in data from different resources and will always differ from EP and ECFRS data. LC suggested a footnote by way of explanation. This caveat will be in the next Performance Report in January.
- 94/22 Finance pack – discrepancy in overspend of £1.3m and forecast of £2.1m. NC to ensure that this is reflected more clearly in the waterfall figures. The figures reconcile in the report in this agenda. Close
- 95/22 NC to clarify with Auditors the possible surplus of the rejected pay offer being set up in a new inflationary reserve pot. Open
- 96/22 NC will confirm regarding the audit recommendation with RSM outstanding for 22 months but believed that this item was due to be closed. NC confirmed that this went through the last Audit Committee. Close

- 97/22 Once the re-audit has taken place KE to bring an updated report to the Board in the first quarter for 2023 and JTH to add to the Forward Plan. Close
- 98/22 KE to send a link to JG of the IT Control System video. This was shown in this meeting under AOB. Close
- 99/22 MB to bring back to the Board Assurance the Risk Information Chart has been updated with the out of date risks. MB has liaised with Craig McLellan and this has now been resolved. Close
- 100/22 MB to confirm a date offline to JG of when the new systemic policy and work will be brought back to the Board. MB confirmed this is to be discussed in the JNC cycle for February. Close
- 101/22 MB to clarify action being taken to manage the verbal abuse of firefighters at Safe and Well Visits in the report. MB confirmed that these issues were at Community Safety Personnel. Specialist training will be provided for those members of staff and there is more robust working arrangements and policies being put in place to manage that risk. Close.

4 Forward Plan

- 4.1 Regarding the School Vulnerability and Booking System for Education Team Update which is an item on the June Forward Plan – MB confirmed that CP would like to bring back some more information on the data points once the system has been built and operational which will be in June 2023

5 Finance Report to end of October 2022

NC covered some of the highlights from the Finance Pack to November 2022.

Year to Date

- 5.1 A consistent month with not much movement from the prior month.
- 5.2 £900 surplus against a £1.m budget, overspend in employment costs re overspends in On-call pay and underspends in Wholetime and support staff, £34k overspend in non-pay re costs in support costs, £286k overspend in premises and equipment re petrol and diesel.
- 5.3 The funding position remains at £450k ahead of budget due to unplanned council tax collection surplus from the prior year.

Forecast

- 5.4 A projected deficit for the year of £1.3m, the Green Book pay award has been paid out in December 22, the Grey Book pay offer has been included although it has been rejected.

Balance Sheet

- 5.5 A further day crewed property has been sold and totals £6.6m in sold properties to date and the capital receipts accrued from these sales will be realised over the next few years. Two more properties expect to be sold in this financial year which will just leave the Dovercourt property.
- 5.6 All Audit financials are on the website and are still awaiting the pension assurance letters. Once these are received the final audited versions can be published.
- 5.7 There have been further engagements regarding the budget, the Provisional Local Government Finance Settlement has been launched and looks to have flexibility in precepts of up to £5.00 and an inflationary increase in the Revenue Support Grant. The Services Grant has been redirected to allow for that increase in the Revenue Support Grant.
- 5.8 RH confirmed that the £5.00 precept freedom and the Inflationary 1% increase in the Revenue Support Grant and Business Rates Support Grant have been awarded and

therefore the 5% Grey book offer that the NJC have made has been funded. The Service need to be very focused on the pay element of the budget going forward and articulate what the Service is spending its money on and there needs to be a narrative on what the public are told if the precept is being raised, to bring clarity to the public with what they are getting for their money.

- 5.9 RH thanked the Team for the work done on selling the Day Crewed properties and is useful money to be reinvested back into the Service.
- 5.10 Whilst there are plans for next year, there is a £1.27m deficit projection for the current year. NC clarified that deficit has been discussed and as part of the Savings and Efficiency Group that has been set up, an action plan is currently being worked through and prioritised. The deficit may not be recognised this year as the pay award has not been received although some reserves may be earmarked for it. This can be absorbed through the level of general reserves. RH suggested that may be a budget freeze would be appropriate in the short term to reclaim some funds.
- 5.11 JG raised the point of the significant increase in spend due to the heatwave, is that base budget right for On-Call. NC confirmed that a lot of work has been done on the On-Call budget and are comfortable on the level of detail. Regarding the budget for next year areas of increased training have been built in to provide resilience.
- 5.12 We have underspent on Wholetime firefighters, and overspent on On-Call, this needs to be articulated within the figures and explained. NC will take this away for consideration.

6 Procurement Dashboard

- 6.1 SS spoke through highlights of the procurement dashboard to include: continuation of recruitment for Property and Facilities Management Category Manager, working through Category Templates and documents to populate the Category Management Plan, Undress Uniform approval for an in-house managed service with in-house stock at KP for hire with a tailored service for station manager and above, two property tenders have been closed and one tender has been finalised ready for advertising, RIBA stage two Contract drafted and award to Pick Everard for the Weathersfield relocation, new fleet appliances tender is live, liaison with 7F procurement re external auditor procurement.
- 6.2 Microsoft Enterprise Agreement Licences Renewal figures for CCS Aggregation, benchmark pricing is due in January 2023 with final pricing due mid-February and will need a quick turnaround with the Decision sheet due to the value.
- 6.3 No single tender actions in November. There is a possible STA as there has been a request through L&D re specific training which is only provided by the Fire Service College and falls within the three quote process. PBI confirmed that there were no exemptions for STA's in the Constitution and suggested to go through a Framework Agreement to avoided going through the STA process. MB added that this likely to be something that will need to an annual process for the next 10 years due to the number of officers coming through who need to access this course. RH suggested putting a longer term framework agreement in place.
- 6.4 JG thanked SS for her work and the early conversation on the STA issue.

7. Monthly Performance Report

- 7.1 LC Screenshared the Performance Report and talked through the highlights to include: - core station coverage, attendances, home fire safety checks, protection audits, accidental dwelling fires, calls to control, deliberate fires, non-domestic fires and animal rescues.
- 7.2 Regarding metrics, special services and false alarms have increased, zero fire fatalities, unwanted fire signals, most other targets have been met in the month and are blue or green. Potentially life threatening incidents are at 10 minutes 15 seconds and all other targets fall within the amber range, 2 RTC fatalities, serious injuries have

reduced, and attendances have increased. Sickness rate has increased on 5-year average, turnover has also increased.

- 7.3 LC clarified that there are no new trends in the slide presentation apart from seasonal variations in numbers, there is work going on behind the scenes about how to show the improvements that are being made and putting the focus in the right area and with the additional analysis, the Service will be in a much more confident place to explain why the targets are not being met. There followed a discussion about attendance times being captured and the longer attendance times affecting the overall average. JPa added that it is about using the data to understand and provide a better narrative to the PFCC and the public. There is also a lot of work currently on this and the correlation and response times at strategic/core stations will help the Service understand the narrative around response times although they are trending in the right direction.
- 7.4 RH commented that it would be useful to be able to look at incidents over 20 minutes and the analysis to see how it spreads, this would be a helpful insight, LC this would be useful when there is 12 months of data to analyse as opposed to an individual monthly report.

Action 102/22

LC to speak to her team to discuss the best way to provide the analysis of incident data to see how the trends spread going forward and bring it back in February.

- 7.5 JPa highlighted that 498 Home Fire Safety Checks were undertaken by operational crews which is above target this month.

8. Q2 Performance Report

- 8.1 The report has been produced in the same format as the monthly report and included is a two page summary which includes some narrative. Q2 has been dominated by the summer heatwave which effects all of the numbers including special services and deliberate fires, which has been supported by additional analysis reporting.
- 8.2 LC talked through the highlights of the report, increase in response times, concurrent incidents, response rate dashboard, in house studies on response times, new project analyst in Prevention and Protection team, decrease in RTC, 6 serious injuries, Fitness policy launched on 1st July, 95% core station coverage, 6,000 incidents, 1,737 home fire safety checks, 461 audits against high risk premises, 77% incidents attended in 15 minutes, 197 accidental dwelling fires, 15,000 calls to control, 121 non domestic fires, 600 deliberate fires and 54 animal rescues, audits within the red category, unwanted fire signals, attendance times, sickness data now use the Cleveland Method of benchmarking.
- 8.3 The commentary in this report has been trimmed down and highlights the areas of interest, feedback would be welcome on the report. RH responded that the focus should be placed on what's new, what's changed, what the implications are to the public and what we are going to do about it, i.e. what action are we taking as a result? LC said that the changes and production of the report have become more efficient and slicker and allow for earlier conversations as the information is updated in real time, the commentary will get stronger going forward.
- 8.4 JPa clarified that the increase in attendance times did not increase harm, a response to the question asked by RH in the last Performance Report in terms of overlaying injuries against Response times is unable to be answered as the serious injury figures have not been laid alongside this but JPa can provide a response on this outside this meeting.

Action 103/22

JPA to clarify that the increase in attendance times did not increase harm and to explore the serious injury figures alongside this to provide a response to RH.

- 8.5 RH commented that the Service are now heading towards Industrial Action, and it will be interesting to see the Monthly and Quarterly report and this information still needs to be able to be captured as usual during this time. LC confirmed that there have been conversations within the Team on this and they are moving forward to ensure that the data is modelled and structured in the right way to enable it to continue.

9. Q2 Annual Plan Update

- 9.1 MB talked though the highlights to the Board, there is more focus on the completion of the activities over the next 8 weeks together with ELT which will coincide with the closure of this year's annual plan at the end of the financial year.
- 9.2 RH said that regarding the commentary it would be beneficial to tease out what is an exception, what has changed, what will have a bearing on the Service both internally and in terms of delivery to the public. CB clarified that the Annual Plan would take the Service where it needs to go but will need to refer to the reports from the LFB and the Police Report regarding vetting to learn from. A proposal has been put forward to SLT that made six recommendations for an approach called "Safer Together" in particular "Safe Share" is a hotline for colleagues if they had information they would like to share such as whistleblowing, another strand manages allegations i.e., bullying and harassment. In those two reports there are 66 recommendations and the proposal that is that the mapping will be completed internally through the teams and the Review Team will independently verify and assure against the mapping and this will be fed back to SLT.

Action 104/22

CB to provide a copy of the SLT paper report on "Safer Together" to the next meeting and there would also be an update to feedback and then three months after that date for a further update on the mapping and case review.

- 9.3 Actions from the HMICFRS report in the Annual Plan are not easy to locate, RH would like to have assurance that the actions will be on track to be completed on time. LC has done a lot of work on this point and has been rebuilding the data plan but was unable to have this ready for this meeting.

Action 105/22

LC to bring an updated report in January of HMICFRS Areas for Improvement which will show where areas have been completed or not.

- 9.4 JG commented that it feels that a more mature conversation is now being held and the Service is more agile and ready to respond, taking into account all the cultural elements and this is very encouraging.
- 9.5 JP referred to the account on the Home Safety Checks by Operational Crews as it does not appear to be up to date. MB confirmed that a report went to the Continual Improvement Board which showed that the Service are on track to meet targets and the planner needs to be updated and this has been identified. There will be a drive on the Annual Plan over the next 8 weeks and a difference will be seen in this document in the new year. LC explained the definition of "done" in respect of work on the planner, the action can be completed at any time. In this case the checklist item would be the number of visits in a month that exceed the national average which is a target.

10. Quarterly Risk Review

- 10.1 MB referred to the "Red" strategic risk, there has been some uncertainty of funding, but this can be reviewed in light of the good news regarding the precept funding. MB thanked RHy. This risk can now be reviewed for the next report.

- 10.2 MB referred to the red risk regarding the Carbonaceous (Hot) Fire training Facilities which is due to be reviewed over the next two months and will be able to be deescalated in rating.
- 10.3 JP referred to the two “Amber” risks that have deteriorated and they both connected to the Service and Response times and Data protection, MB confirmed that these were regarding Strategic Risk Register number 515000/11 and 28. 11 is regarding the delivery of the Fire and Rescue Plan due to the impact of Industrial Action and funding and inflation uncertainty, which will be continued to be reviewed. 28 is the direct impact of industrial action on the delivery of prevention, protection and response, plans have been shared with the PFCC on how the Service will respond and continue with services if Industrial action takes place.
- 10.4 PBI commented that the PFCC keep a schedule of key policies and strategies and according to PFCC records, the Risk Management Policy for the Service is overdue a review flagged this to MB.
- 10.5 PBI had a discussion in the ECFRS P&R pre-meet re the timing of this report, it is unfortunate that the Audit Committee was held last week, and this report has come to P&R the following week, it would be helpful if the PFCC to be sighted at the PFCC Governance Board before the Audit Committee. Some changes in respect of due dates may need to be made to the Forward plan

Action 106/22

MB to look at the potential review of the Risk Management Policy which is flagged as being overdue and report back to the Board at the next meeting.

Action 107/22

JTh to look at changes to the Forward Plan for 2022 and reschedule due dates if needed in order that the PFCC is sighted on pertinent documents before the Audit Committee Meetings.

11. Estates Strategy Update

KE presented the Estates Strategy on Teams and highlighted the updates

- 11.1 Plans for the Training Centre relocation to Kelvedon are underway, the timeline with milestones is in place, Pick Everard are undertaking risk feasibility, land surveys have been commissioned and no problems are expected however once done they will form an important part of the planning application. As from early August the project risk will be able to be moved into the design and build element which will be completed by early November with completion of the physical building works in early 2025.
- 11.2 Regarding Fleet Workshops, Real World HR who were looking at the workforce modelling have completed the staff workshops and concluded their report for January 2023. KE & Essex Police undertook visits to Humberside, South Yorkshire and Northamptonshire’s Fleet Workshop Programmes to see their working models which were all different and were all very positive and some learning has been brought back into the programme. KE will share the results with the Board and explain the Workforce Model. Baily Garner have been commissioned to look at the design and build options. Currently options are being looked at to bring project forward and KE would like to bring a workshop review to the board early in the new year.
- 11.3 RH noted that some good progress is being made and there are very real options that can be delivered. The Fleet Workshop Project was in the Commissioners Manifesto in 2016 and 2021, we have a commitment to deliver and would like to see the timeframe being shortened substantially. KE agreed and a lot of progress has been made over the last 9 months and it is a positive place to take the project forward at a greater pace.
- 11.4 Feasibility studies have been carried out for the modernisation the 12 Whole-Time stations, there are some indicative costings, and it has been agreed that this will be funded from the Capital Asset Management Budget which currently forecasted at £1m

- per annum, this would have normally been allocated to asset protection. The current aim is for two stations to be modernised per annum funded from the Capital Asset works. Post the Property Review was that this Service does have a Strategic Asset Management Plan (SAMP) which is different to an Estates Strategy. A lot of public sector organisations have a SAMP in place and identifies space and what assets are in place which could be possibly leased or sold off for development. Work is being done with local planners in some areas to look at possible relocation opportunities.
- 11.5 RH suggested that the SAMP needs to be part of the Estates Strategy, a subsidiary document. KE said that the SAMP would need to be commissioned externally through a professional agent. This is not one of the priorities in the Annual Plan, developing a SAMP would be a material item and therefore would need to be referred to SLT with a variation coming back to P&R.
 - 11.6 Shoebury is another program of works that has sat for several years, ECFRS are now well on target to complete works by April 2023.
 - 11.7 Premises next door to Old Harlow Station are currently under consideration to be reconfigured to adopt a new up to date appliance and relocate some of the existing infrastructure.
 - 11.8 Sometimes there is an opportunity to access Decarbonisation funding through the Salix application and ECFRS would benefit from having some external help on this due to the complex application and professional background knowledge. The next Salix scheme will be available for applications in March 2023.
 - 11.9 The high level tracker was not visible before, but now that there is an Estates Program Board there is project support, and the activities are monitored and scrutinized by the Board. There will be a report on this which will bring some of the outputs from that report for discussion at the Extraordinary Strategic Board on 13th January 2023. RH the publication dates for the papers and the discussions with rep bodies will need to be observed.
 - 11.10 KE clarified that the police drop in centres in some stations is still a live project and continuing, KE can include this for future updates, ECFRS are also working with EEAST, and they have asked for 12 Fire Station Response posts, which are in hand. This is a significant collaboration item. ECFRS are also collaborating with 7F for the use of desk space once a month at Kelvedon on a trial basis, which is a good utilisation of space and beneficial for partnership relationships.

12 Converted Stations Transitional Group – Station Update

- 12.1 Great Baddow and South Woodham joint crews have proved successful and that has generated some improvements in availability and any new staff joining will be given the opportunity for joint contract between both stations.
- 12.2 There is a large amount of recruitment which is causing a backlog in timeframes of getting people through. Training courses are being prioritised particularly at Dovercourt.
- 12.3 The timeframe for signing off phase 2 to phase 3 has been changed so that once the book has been completed, it can be submitted and the changes will be made within that period and signed off, this expedites the process by a couple of months.
- 12.4 RH noted that although Dovercourt and Harwich are covered, this is not articulated in this paper and looks as though the coverage down is still down this need to be articulated. JPa clarified that the availability of the appliance is correct but the coverage in that area is higher than quoted. RH said that ECFRS provided a commitment with the public to ensure that attendance was available 99% and if this is not the case then the public need to be informed.

Action 108/22

JPa to dynamically show the availability of the appliance and the coverage in the areas in the next Converted Stations Transitional Group station update

Action 109/222

JPa to add to the report that the items where the attendance was only 86% of the time, was a measure in isolation which is there to allow us to measure how well we are getting towards the staffing of that station but needs to be taken in conjunction with the availability. JPA will pick up the narrative with the local teams in their area.

Action 110/22

The Converted Stations Transitional Group Station Update to revert to a monthly report with the next report coming to the next meeting. JTh to update the Forward Plan.

13. AOB

- 13.1 KE presented the Digital and Data Strategy video. There will be approval to come forward to the Strategic Board to ask for an extension to the original D&D strategy.

There being no further business, the meeting closed at 12.03