



MINUTES

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

23 February 2023 14.00 – 16.00 via Microsoft Teams

Present:

Jane Gardner (JG)	Deputy Police, Fire and Crime Commissioner (Chair)
Pippa Brent-Isherwood (PBI)	Chief Executive & Monitoring Officer PFCC
Moira 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
Joanna Thornicroft	Head of Performance and Scrutiny (fire), PFCC
Chris Parker (CP)	Assistant Chief Fire Officer, Director of Operations, ECFRS
Jeremy White	Finance Manager, PFCC
Hannah Wakeman	Observer, ECFRS
Christine Butler (CHB)	Minutes, PFCC's office

Apologies:

Roger Hirst (RH)	Police, Fire Crime Commissioner
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1 Welcome and apologies

JG welcomed everyone to the meeting and noted apologies from Roger Hirst.

JG welcomed Hannah Wakeman from ECFRS in the Observer Chair and Jeremy White the new Finance Manager for the PFCC

JG suggested to the Board to bring forward the Performance Report to the first item on the agenda, due to LC having to leave early. This was agreed

2 Minutes of the last meeting

- The Ops Assurance item is with MB and not CP.
- Item 13 – Quarterly Portfolio of Change, any feedback was requested for the author, JTh has a draft email to be returned but wanted to check something in the first instance with RH.
- 13.2 line 3 – to change “Motorola” to “Supplier”
- There is a highlighted section in the minutes re an item to be redacted, this has been agreed between CP/JTH and the redacted version will be shared.

3 Action Log

- 82/22 JPa and RHy 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. JTh to check if this has happened. This has been discussed at the Special Service Deep Dive and there is a paper on the Forward Plan for March P&R. The paper and notes will be shared. This item is progressing. 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. LC asked for the report be the basis of the Deep Dive and placed in one action. This to be taken off the substantive agenda as this would be the Deep Dive. This is on the Forward Plan for March. 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. JTh/LC/JPa & Tim Gardner met, and they shared the Dashboard to enable to show the follow up on the attendance times on 20 minutes. LC showed the dashboard to show the understanding. Lessons learnt are fed back to station managers and Control. Close
- 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. LC said that the team are working to join the datasets together, but some exploratory analysis needs to be done first. This could be a larger project and LC will provide updates quarterly. 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. NC had an initial conversation with the auditors, and these will continue until more information is available Close
- 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. Duplicate of 92/22. Close
- 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. LC - this is part of the Performance Report, at item 7.8. This information came to the last P&R board. Close
- 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. This on the February P&R Board Meeting. Close
- 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. The due dates have been populated and this has now been completed but to note that The Partner and Perception Survey work deadline has been extended due to consultations etc and this report will be circulated. JG this information will be useful to form a new Fire and Rescue Plan. Close
- 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. This will need to go the Strategic Board, JTh to put through for the Strategic meeting in March. Close
- 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. These are now aligned. Close
- 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. Close
- 109/22 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. Information has been supplied for this meeting. Close
- 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 as a monthly item. This has been actioned. Close. JG clarified that this would be monthly and not quarterly whilst there is still some concern on pump availability issue. Close
- 1/23 CB to bring back to the Board the Thematic Analysis together with feedback from the group sessions and any action planning to see the triangulation and where the Service are going with it. On Forward Plan for March. Close
- 2/23 MB to send the updated Quarterly Portfolio of Change to JTh for circulation to the Board. Completed 02.02.23. Close
- 3/23 CP asked that the details on Enforcement Notices in Section 15 to be redacted prior to publication re Harlow Property. CP confirmed that the building would be inspected and there is a meeting with the RP on 07.03.23 and the update will follow. This will be a sensitive enforcement as it is a council owned property. The due date will be moved to March. Open.
- 4/23 CP to do a briefing to Roger on Sycamore Field in Harlow (Redacted item)
- 5/23 CP asked that the details on Enforcement Notices in Section 15 to be redacted prior to publication. Close

4 Forward Plan

For March the Forward Plan includes:

Standing items:

- Finance Report
- Procurement Monthly Dashboard
- Performance Report

Substantive items:

- Q3 Performance Report
- Annual Plan Update
- Special Services Analysis Data
- Annual accounts timetable
- Staff survey update

Update:

- Protection Strategy Update
- Estate Strategy Update
- Station Transitional update

5 Finance Report

NC talked through the key issues of the finance report as at the end of January 2023.

Year to date

- 5.1 There is a balanced position with a £30k surplus of the £69m budget. There was a surplus of £800k but in the final couple of months, the precept revenue has dropped from some of the districts has had an impact.
- 5.2 There is an overspend on the year to date employment costs partly due to the December pay award for the support staff.
- 5.3 There is underspend in Whole Time due to an under establishment along with a favourable variance in pension costs to date.
- 5.4 Non Pay costs are £.5m overspent due to support cost issues i.e., training, redundancy, mileage etc. There is an overspend in premises and equipment in an early part of the year. The variances now coming through are in respect of utilities with costs that came into effect from October and those costs are higher than projected and some adverse costs are being seen in. These have been budgeted for next year.

- 5.5 Other costs and Services have gone overbudget for the first time in the year this month with an overspend of £180k, this is driven due to Section 13/16 charges which are regarding the cross border arrangements. Previously these costs were estimates but data is now being received which will give more accurate costs. This data is also being used for the income received for those cross boarder charges. Operation income has increased based on how the income is being calculated.
- 5.6 The Waterfall position projects a £1.3m deficit for year which incorporated the Green Book Pay award and a 7% pay assumption for the Grey Book award. A full years forecast regarding pay awards was previously done although the forecast only needs to be rejected from the July period, this adjustment has been taken into account as well as the ballot results of the 6th March.
- 5.7 Funding has come through for the NDR Business Rates which was not expected, and reconciliations need to be done re the districts. This is a specialist area that the districts are also struggling to understand. Further training on NDR and fire is needed and is being investigated further by NC.

Balance Sheet

- 5.8 There has not been much movement this month although there is a reduction in cash which is normal for this time of year.

Cash flow

- 5.9 Re Investments in Lloyds – some investments have finished, and the money has been reinvested.
- 5.10 There are various Strategies that are coming to the March Strategic Board and NC is currently liaising with JP on those.
- 5.11 At the March Strategic Board, the Efficiency Plan which has been mandated through the Home Office, is being worked through and the Home Office have finally issued some guidance. A draft will be ready for the Strategic Board, and it will be helpful to have some feedback on this and this is a new item.
- 5.12 ECFRS are starting work on the 23/24 audit and work is beginning in the next couple of weeks. Paul Grady is leaving as the ECFRS audit partner, NC is waiting to find out the replacement.
- 5.13 The value for money audit for 21/22 has just begun and this done after the main audit. ECFRS are endeavouring to get ahead of the 22/23 audit, as the publication of the drafts has moved to May which is very tight. The accounts deadline is expected to move from May and there has been a consultation that has come out on that, although ECFRS are currently working towards the end of May.
- 5.14 JP asked how does the 7% pay offer impact on the budget. NC clarified that the pay award including the extra 2% is an approximately £1m. There are some additional post budget submissions from the districts in regard to the collection accounts which are showing a small surplus. NC will keep a waterfall of the key variances coming through and will be presented to SLT and will share that information.
- 5.15 JW noted that there was £521 overspend on the non-pay costs and asked for clarification of the increase in costs. NC responded that the overall overspend in the month is due to unbudgeted mileage, there is a 3 month window to file claims which may have impacted on this figure.

6 Procurement Dashboard

- 6.1 SS talked through the key items to include: current procurement exercises, STA's, replacement finance system, Microsoft Enterprise licences, Tender for new appliances, Hybrid vehicles have been purchased, external audit tender, The Category Manager post is still vacant.
- 6.2 The Transforming Public Procurement Programme, will be a major change on how public sector Procurement operates following Brexit. The Procurement Bill has progressed from the Committee stage as the House of Commons and will progress

further to Reports and Third Reading. The Bill is expected to receive Royal Assent around late Spring, although there will be secondary legislation that needs to be presented as public consultation before it is then presented in Parliament. "Go Live" is expected in Spring next year and ECFRS are given 6 months' notice for preparation. Training will be provided by the Crown Commercial Services.

- 6.3 Regarding the external audit tender, next steps have been discussed internally and with the external members of the Audit Committee. Grant Thornton will be approached to do a one year extension and the Commissioner will be asked to make that call with the Home Officer to ensure the engagement is carried out to move that forward. JP gave an update which was not recorded in the minutes.

7 Performance Report

- 7.1 LC talked through the Key items of the report for January, to include core station coverage, incidents attended, home fire safety checks, audits for high risk properties, attendance times, accidental dwelling fires, control calls, non-domestic fires, deliberate fires, animal rescues. KPI section covering 5 years average and previous month figures, tolerance level figures covering the 5 year average and previous month figures, an analytical report is being worked on into unwanted fire signals in partnership with the protection team, Global availability, attendance at life threatening incidents, increase in attendance times, FOI, Audits, RTC's, Serious injuries, decrease in sickness rate.
- 7.2 JTh questioned frequency of "Standbys" and the impact on home fire safety visits, audits and the management of core stations "Standbys". LC will look into this issue further but is probably due to lower availability at stations which causes higher movement of standbys, as appliance are moved around to provide coverage.

Action 6/23

LC to look at the management of "Standbys" providing coverage at core stations and respond to JTh.

- 7.3 JTh referred to High and High Risk Protection Audits which are lower than previous months, LC replied that the front page of the report only focusses on the very high risk. The target has been moved over the last 12 months which has not helped to provide clarity. The targets will be clearer going forward.
- 7.4 JG commented generally on the good, detailed report and the work that is being currently done with SERP and thanked LC and the team.
- 7.5 PBI referred to the "current leave practices" whereby short notice leave taken which is linking into a wider piece of work, around review of leave policies and wanted to know the date timeline on this. CP replied that there are three elements of leave, the first one is regarding the additional shift working and driving the figures down, the second is TOIL and how this is applied, and new guidance is to be introduced on 1st March 2023, thirdly the Leave Policy is due. CB will confirm this date.

Action 6a/23

CB to confirm the date that the new Leave Policy is due to be completed.

- 7.6 JP informed the Board that the Q2 Performance Report is due to PBI in time for the Panel submission by 8th March. LC confirmed that the Paper is already with the PFCC Department as per the previous P&R but was happy to take any further comments/questions from JP on the report. JP confirmed that a quick turnaround on any questions asked is very helpful.

8. Information Governance Update

KE gave an update.

- 8.1 There was an audit in March 2022 and received partial compliance against the audit and the aspiration is to get to “Good” assurance and a re-audit of that will be taken place in early April. An action plan was agreed, and all actions will be completed by the end of the financial year.
- 8.2 There are three main Policies which are still in draft and needs to be signed off and finalised by the appropriate Governance Boards over the next few weeks:
- Data Protection Policy
 - Surveillance Policy
 - Records Management Policy
- 8.3 Other areas being focused on in the re-audit concern information governance and data breaches. The ICO are more concerned with ECFRS having the right things in place for protection and are in constant contact with them to assure them that the Service are on the right course of action and are up to date with the mandatory training.
- 8.4 KE confirmed that the re-audit was being done by the independent organisation IGS and who has been commissioned to be the ECFRS data governance lead. The DPO had undertaken the first audit from an independent perspective and had no part of any affiliation apart from when there is a data breach as they are the link into the DPO. They do not complete their own actions/recommendations in respect of the audit but provide guidance and assistance. PBI suggested that the scrutineer might feel it more appropriate that someone outside of the process may be more robust in their assessment.

Action 7/23

PBI to forward links to KE with suggestions of contacts to undertake a re-audit.

- 8.5 JG asked how external contract am is managed. KE replied that the DPO aspects are covered, ECFRS are in the DPO hands for the legislation and statutory requirements and IGS provide the same service for ECC, which gives ECFRS the assurance the IGS are well established and reputable in the service that they provide. Anna Tuckwell is currently being trained with the intention of ECFRS having its own internal DPO in the future. Regarding current heightened cultural aspects in respect of social media it is even more important to have good policies covering information governance in place.

9. Safer Together Update

CB talked through the salient points of the update.

- 9.1 There are six workstreams that are in response to the initial reports from HMI to the Police and a Cultural Review for LFB. CB gave assurance that all six workstreams are on track to be progressed by 11 April 2023.
- 1st Workstream – Safer recruitment and assured that the process and due to be completed in the next week.
 - 2nd Workstream – DBS check, consultant begins in March.
 - 3rd Workstream – Safe Share launch on 16th January and is 24 hour reporting helpline mechanism
 - 4th Workstream – Cultural Maturity Model assessment is due to be completed by end March.
 - 5th Workstream – Initial Mapping of activity for all 66 recommendations made. This has been completed and an independent audit is taking place to verify ECFRS piece of work
 - 6th Workstream – to ensure that there are 3 independent consultants reviewing all allegations made in 2022 and to identify any lessons learn. Due to be delivered by end March.

- 9.2 JG asked for clarification between Safe Share and Whistleblowing. CB said that Whistleblowing is when all other internal options have been exhausted. Safe Share is more internal and is around collages sharing concerns about themselves or others, more of an expression of concern and a forum to gather information. CB is having a meeting next week concerning Crimestoppers/Whistleblowing to understand the differences.
- 9.3 PBI in the case of whistleblowing, although there are options available through line managers/HR, are there options to understand what response the member of staff received from their line manager/HR, and do we do some work with that person/team to ensure that a better response/outcome is given in the future. CB confirmed that the Infographic shows 4 potential stages and at each stage people are being directed back to the different policies i.e., in Whistleblowing, someone can see that they do not have to go through various stages to get to the Whistleblowing. Safe Share is helpful as there is a multi-disciplinary team working and sharing the learning. It is important to ensure colleagues have plenty of options to report an issue and feel empowered to speak out.
- 9.4 JG referred to grievance cases and allocations in the last 12 months, how do we determine what the outcome would be. CB's anticipation would be that she brought an update back to the board in three months' time which would update on the learning of Safer Together, in particular workstreams 5 & 6 where they would be more learning and more actions to follow.

10. Prevention Strategy Update

CP said that the report is very comprehensive and went through the highlights: -

- 10.1 Live Safe – Gone live with the NFCC online safety check which seems to be working very well with good uptake and good referrals.
- 10.2 A pilot being undertaken with Midland South NHS in relation to release data – vulnerable individuals are picked up who are on release from hospital and back into the home and ECFRS can then do some risk mitigation work in the home.
- 10.3 A new project in Uttlesford and Braintree training carers and other front line based partners to take Home Fire Safety visits on behalf of ECFRS and train them to identify the risk of fire and anything which is too complex to deal with, then ECFRS can send in the safe and well team.
- 10.4 Good progress is being made on the Fire Prevention Standard and a lot more work has been done on the evaluation piece in prevention and the Service are in a strong position when HMIC are looking at this later in the year. The Service feels very confident and are leaders in the region, as well as sitting on the national board which ensures early notification of any changes.
- 10.5 The Partnership Tree Event has been successful as well as the stations which opened as warm spaces and there has been a lot of take up from the public utilising the stations for warmth and company. This will be rolled out again this year.
- 10.6 Regarding Road and Water as had number of interventions and there were 19,000 engagements with personnel and the education team and saw 120,300 young people across Essex. This is an amazing effort by the Prevention Team especially in light of staffing issues in the last year.
- 10.7 There has been a restructure which places Safeguarding back in the centre of the organisation. There has been a 12 month extension with Cambridgeshire to provide their safeguarding advice and there are three other FRA's that want to tap into ECFRS' service too. There continues to be record numbers each month in regard to referrals from partners from ECFRS staff, this is due to more staff awareness on safeguarding and how the Service/Partners working together on support. A recent internal audit on Safeguarding has also been very positive.

- 10.8 JTh referred to the pilot with the Midland South NHS Hospitals, the figures indicate 250 per day and we are likely to see 10-15% of those vulnerable people and assumes that part of the pilot will be whittling the number down or this would be an area to be expanded. CP confirmed that the pilot would identify different ways of contacting these people as not everyone would require a visit to the home, but it does give the opportunity to provide advice by a variety of contact options. Some people in that release process would be able to be upskilled to advise on fire.
- 10.9 JTh noted that the revisits to vulnerable people during 2017 and 2019. Anecdotally a quite a few of those people have since passed away, is there any further analysis on that data as some of the firefighters were finding it difficult to deal with those bereaved families. CP responded that the safeguarding would be that the crews would always book the visit in the first instance. For most cases the data can be cross checked to make sure that that the individual is still around, there will always be some that will slip through the net in relation to data.
- 10.10 JG thanked CP for all the work on this and extended thanks to the Stations that have opened and welcomed people in, which demonstrates that the crews are not just about putting out fires, but they are part of the community and those that live in those communities. JG also expressed thanks to Will Newman and MB.

11. Quarterly Grenfell Phase 1 High Level Action Plan

- 11.1 CP said that all the actions are progressing - 15 assured, 12 waiting for assurance and completed, and 19 progressing. ECFRS are in a strong position in this area with the project team getting this back on track.
- 11.3 Just before Christmas 2022, notification was received that £128,000 secured from the Uplift fund and payment is due in March. There are regular meetings with the Home Office re the payment and they are happy with the plans for the spend. A large majority of the funds will be allocated to increasing staffing numbers and training.
- 11.4 The Manchester Arena recommendations are also tied into the High Level Grenfell Action Plan; they are both managed under the same project governance. There 146 recommendations from the Manchester Area but they are for multiple agencies and only two are fire specific. ECFRS have joined forces with EP in respect of local resilience to tackle this together under the same project governance. Mandy Johnson is the lead in this area together with Richard Melton from EP.

Action 8/23

CP to amend the Equality section in the report - “protected groups” to be removed and replaced with “any of these characteristics”

12 Quarterly Ops Assurance Report

MB highlighted some key areas.

- 12.1 The rate of completion for SSRPs which is for risk information, the stats are accurate at the time of writing this report although a lot of work has been done and an improvement on those figures will be seen in the next quarterly report.
- 12.2 There is work being done to increase the debriefs being done in good time. This is referring to the adoption of using a power app and encouraging people to engage with that.
- 12.3 JTh noted 10 failures to respond and asked if that was linked to the DDORS or was this linked to support of O/Call. MB confirmed that these were different matters, this is regarding nonresponse to the pager alert.

13 Quarterly H&S Report

MB highlighted

- 13.1 More Comms have been sent out to the workforce regarding the “No Time to Lose Campaign” as there is a lot of feedback from Stations due to concern of contaminants

on their health and what ECFRS are doing about it. This is now plugged into the Programme Management Board, so it goes through a change of governance and get scrutinised by SLT.

- 13.2 In the last quarter there have been 29 accidents which have been down from the last quarter. These have been made up from RIDDOR, road accidents, two attacks on fire personnel, member of public resistance to being assisted.
- 13.3 JG referred to the station visits, they were very positive visits, and they were very complementary of the work being undertaken by SLT. There were a few comments made and a report with that in mind and what we can do as an office to support people, will be coming to the Board. There was a consistent issue regarding washing machines on Stations which MB is aware of.
- 13.4 PBI referred to the attacks on fire personnel and EEAST who are also seeing an increase in attacks on their personnel, and this appears to be an increasing trend.

14 Quarterly Risk Review

- 14.1 MB said that this Report pre-dates the 9th of February, which was the date of the revised pay offer, the industrial action risks have shifted significantly for the better but are not reflected in this report.
- 14.2 The HOT fire Facilities remains an Amber risk and the owner of that has now changed to KE as the Director of Corporate Services as most of the actions and mitigating controls are now property related. The other 6 Amber risks at the time of writing are now de-escalated due to dynamic operating context.
- 14.3 JP confirmed that the financial risks are still red as they have been updated accordingly since the precept day, the risk has reduced due to the pay offer.

15 Deep Dive Programme Update

- 15.1 JTh said that there have been two deep dives since the last report, Performance (structure related) and Prevention.

There were two actions

- PFCC to assist the Service in accessing social care data, Roger sent a response back to Chief Execs, leaders and directors of Social Care on 09.09.23.
- The updates to the Monthly and Quarterly Reports as they were discussed in the Deep Dives and there was an action to make changes to those.

Three open actions

- Community Safety Plans – analysis going forward
- Performance Reporting – PFCC to be involved in target setting
- Performance Reporting – Understanding how to interface with SERP.
- Notes from the Deep Dive meeting dated 22.02 will be circulated in due course

16 Converted Stations Transitional Group Update

CP updated the Board.

- 16.1 There is a positive message based about the information given last month regarding the innovative ways of increasing availability in the Stations, there are a number of staff still waiting to reach a level of competence to make a difference.
- Dovercourt - 98% for the first appliance, 44% for the second appliance – the change of shifts should make a difference to the attendance times.

- Waltham Abbey - 94% availability which is a 17% improvement which directly relates to the flexibility of staff movements.
- Baddow/SWF – increase in both stations compared to December and this also directly relates to the flexibility of staff movements.

16.2 JG is aware that the FBU have requested additional information around costs incurred by the Service to support availability, Roger Hirst and Rick Hylton meet with the FBU prior to the Strategic Board and it would be helpful to have sight for them as well as it will be referred to.

Action 9/23

CP to let Roger Hirst and Rick Hylton have a copy of the additional information regarding costs that have been requested by the FBU in time for the FBU meeting prior to the Strategic Board.

17 AOB

17.1 JTh referred to the outstanding HMI Cause for Concern and how it will be monitored at this Board. MB said that the Cause for Concern had not been lifted as there had not been time to embed what there is in place although it had been agreed that everything that was agreed had been done. CP said that there was a meeting with HMI next week to ensure that there is clarity on what is requested but at the debrief it was understood that it is all in place now and it needed to be embedded.

Action 10/23

CP to come back to the board after his meeting with HMI to give further clarity on how the Cause for Concern issues would be monitored going forward.

17.2 LC added that there are internal conversations being held currently on this and setting the targets for next year. This will be able to be tracked through the Performance Report and a separate document will hopefully should not be needed as you can see it being monitored,

Action 11/23

MB to liaise with JTh on this in terms of what the PFCC need to deliver to support ECFRS in delivered the Cause for Concern and looking at what the assurance would look like going forward.

Action 12/23

Publication of papers – “each of the following groups” should be “any of the following characteristics” – this feature on many of the papers and could this please be rectified.

There being no further business, the meeting closed at 11.58