

ESSEX FIRE AUTHORITY
Essex County Fire & Rescue Service



Policy and Strategy Committee

10:00	Wednesday, 02 November 2016	Kelvedon HQ GF/01,
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Quorum: 5

Membership

Councillor A Hedley
Councillor A Holland
Councillor B Aspinell
Councillor A Bayley
Councillor J Chandler
Councillor M Danvers
Councillor C Guglielmi
Councillor C Kent
Councillor A Naylor
Councillor Lady P Newton

Chairman
Vice-Chairman

**For information about the meeting please ask for:
Fiona Lancaster (Committee Officer, Essex County Council)
033301 34573 / fiona.lancaster@essex.gov.uk**

Essex Fire Authority and Committees Information

Meetings of the Authority and its committees are open to the press and public, although they can be excluded if confidential information is likely to be considered.

Meetings are held at Essex County Fire and Rescue Service Headquarters, Kelvedon Park, Rivenhall, Witham, CM8 3HB. A map can be found on the Essex County Fire and Rescue Service's website (www.essex-fire.gov.uk); from the Home Page, click on 'Contact Us'.

There is ramped access to the building for wheelchair users and people with mobility disabilities.

Please report to Reception when you arrive. The meeting rooms are located on the ground and first floors of the building and are accessible by lift where required.

If you have a need for documents in an alternative format, in alternative languages or in easy read please contact the Committee Services Manager (contact details on the front page) before the meeting takes place. If you have specific access requirements please inform the Committee Services Manager before the meeting takes place.

The agenda is also available on the Essex County Fire and Rescue Service website, (www.essex-fire.gov.uk). From the Home Page, click on 'Essex Fire Authority', then scroll down the page and select the relevant documents.

Part 1

(During consideration of these items the meeting is likely to be open to the press and public)

Pages

1 Apologies for Absence

2 Declarations of Interest

To note any declarations of interest to be made by Members in accordance with the Members' Code of Conduct.

3 Minutes (part I)

7 - 12

To approve as a correct record the minutes of the meeting of the Committee held on 21 September 2016.

Decision Items

4 Budget Review

13 - 20

To consider a report by the Finance Director & Treasurer (EFA/119/16).

5 Fleet Workshops Redevelopment - Update Report

21 - 24

To consider a report by the Finance Director & Treasurer (EFA/120/16).

6 Corporate Risk Register

25 - 40

To consider a report by the Finance Director & Treasurer (EFA/121/16).

7 Aerial Ladder Platforms

41 - 46

To consider a report by the Director of Prevention, Protection & Response (EFA/122/16).

Information Items

8 Progressing the Essex Fire Authority specific Lucas Review Recommendations: SOLACE Development Sessions Phase 2

47 - 50

To receive a report by the Seconded Member Support Officer (EFA/123/16).

- 9 Date of Next Meeting**
To note that the next meeting of the Committee will take place on Wednesday 11 January 2017 at 10.00 am.

- 10 Urgent Business**
To consider any matter which in the opinion of the Chairman should be considered in public by reason of special circumstances (to be specified) as a matter of urgency.

Exempt Items

(During consideration of these items the meeting is not likely to be open to the press and public)

To consider whether the press and public should be excluded from the meeting during consideration of an agenda item on the grounds that it involves the likely disclosure of exempt information as specified in Part I of Schedule 12A of the Local Government Act 1972 or it being confidential for the purposes of Section 100A(2) of that Act.

In each case, Members are asked to decide whether, in all the circumstances, the public interest in maintaining the exemption (and discussing the matter in private) outweighs the public interest in disclosing the information.

- 11 Minutes (part II)**
- Information relating to the financial or business affairs of any particular person (including the authority holding that information);

- 12 Insurance Pooling - Progress Report**
- Information relating to the financial or business affairs of any particular person (including the authority holding that information);

- 13 Fringe Allowance - Operational Staff**
- Information relating to the financial or business affairs of any particular person (including the authority holding that information);

14

Urgent Exempt Business

To consider in private any other matter which in the opinion of the Chairman should be considered by reason of special circumstances (to be specified) as a matter of urgency.



Minutes of the meeting of the Essex Fire Policy & Strategy Committee, held on Wednesday, 21 September 2016

Present:

Councillor A Hedley	Chairman
Councillor A Holland	Vice-Chairman
Councillor B Aspinell	
Councillor A Bayley	
Councillor J Chandler	
Councillor M Danvers	
Councillor C Kent	
Councillor Lady P Newton	

The following Officers were present in support throughout the meeting:

Adam Eckley	Acting Chief Fire Officer and Acting Chief Executive
Dave Bill	Director of Protection, Prevention and Response
Glenn McGuinness	Deputy Finance Director (Assistant Director of Finance)
Mark Stagg	Director of Transformation
Shirley Jarlett	Clerk and Monitoring Officer
Kevin Suter	Ernst & Young LLP (External Auditors)
Martina Lee	Ernst & Young LLP (External Auditors)
Hannah Cleary	Seconded Member Support Officer
Fiona Lancaster	Committee Officer (Essex County Council)

Roger Hirst, Essex Police and Crime Commissioner and Chairman of the Emergency Services Collaboration Strategic Governance Board, was also in attendance.

Apologies for absence were received from Councillors C Guglielmi and A Naylor, and Mike Clayton, Finance Director and Treasurer.

1 Membership of the Committee

The Chairman welcomed Councillor Alan Bayley and Roger Hirst, Essex Police and Crime Commissioner, to their first meeting of the Committee.

The Committee noted the following changes to its membership, as agreed by Essex Fire Authority at its meeting on 7 September 2016:

a) That in light of a change to Essex County Council's political balance following a recent by-election, Councillor Alan Bayley (UKIP) had been appointed to the membership of the Committee in place of Councillor Dave Blackwell (Non-Aligned). The revised composition of the Committee was as follows: 10 Members – 6 Conservative, 2 Labour, 1 Liberal Democrat and 1 UKIP.

b) That the Essex Police and Crime Commissioner, Roger Hirst, in his capacity as Chairman of the Emergency Services Collaboration Strategic Governance Board, was invited to attend all future meetings of the Policy and Strategy Committee to offer strategic collaboration information on agenda items.

2 Declarations of Interest

Roger Hirst, Essex Police and Crime Commissioner, declared a non-pecuniary interest in agenda item 6 (2015-16 Accounts and Annual Governance Statement) and the sale of the former Essex Fire Authority headquarters site at Hutton.

3 Minutes (part I)

The Minutes of the meeting held on 22 June 2016 were agreed as a correct record and signed by the Chairman.

Members noted that in relation to minute 3, bullet point 3, a decision from the Home Office was still awaited. The Committee was reassured that the Authority had made provision to pay if requested to do so, and that the amount had been set aside as a short-term investment and was readily accessible.

4 Auditors Report on Accounts

The Committee considered report EFA/108/16 prepared by Ernst & Young LLP (presented by Kevin Suter, Executive Director, Ernst & Young LLP) which summarised the findings from the 2015-16 Audit.

The following points arose from consideration of the report:

- The External Auditors proposed to give an unqualified opinion on the financial statements and conclusion on the value for money arrangements. The focus of the value for money review had been on the plans and processes put in place to enable the Authority to set its budget and deal with the council tax precept arrangements. The External Auditors were also satisfied with the arrangements that had been put in place to take forward the recommendations and actions arising from the independent cultural reviews, including those from Sir Ken Knight.
- There had been no issues of override or any evidence that money had been allocated to the wrong year.
- The Committee noted that the External Auditors had overall found no significant issues of concern.
- The External Auditors had taken into account the expectation in relation to the four year plan and financial settlement and considered the assumptions were reasonable at this stage.

- The External Auditors commended the Fire Authority's Finance team and took the opportunity to thank the staff for their assistance and support throughout the year. The Chairman, on behalf of the Committee and the Authority, added his thanks to the team for their effective management of the Authority's finances. The Acting Fire Officer also thanked the Members for their support which had helped to achieve a positive outcome.

Resolved:

That the Auditors Report on Accounts be noted.

5 2015-16 Accounts and Annual Governance Statement

Roger Hirst declared a non-pecuniary interest in this item (minute 2 above refers).

The Committee considered report EFA/109/16 by the Finance Director and Treasurer providing a summary of the key issues from the audit of the accounts for 2015/16.

The following points arose from the Committee's consideration of the report:

- Members noted that the accounts were broadly the same as those presented on 22 June 2016. The main significant change made after the Balance Sheet date related to the sale of the former headquarters site at Hutton, with around £8.4m held as an asset. The Authority, working closely with the External Auditors, had planned in advance how the Hutton sale issue would be disclosed in the accounts.
- Overall, expenditure had been contained within budget. The small overspend on pay was mainly due to retained firefighters providing additional cover as a result of industrial action.
- Accounting policies were in line with previous years and there were no examples of deviation from these or the code of practice on local authority accounting 2015-16.
- Proceeds from the sale of assets were being used to help fund the organisational change costs.
- There had been no borrowing in 2015/16 and no plans to do this in 2016/17.
- Members noted the treatment in relation to the Government's funding of the liability for increased lump sum payments to firefighters who retired between 2001 and 2006, following the final determination in the case of Milne v Government Actuaries Department (GAD). A note of explanation had been included in the pension fund accounts, but there was no net financial impact on the Authority as these payments had been funded by a separate grant from the Home Office.
- The Authority was in a strong position with its level of reserves.

Resolved:

1. That, following the review at the meeting, it be noted that no unadjusted audit errors had been identified;
2. That the Statement of Accounts be agreed;
3. That the Letter of Representation be agreed and the Chairman authorised to sign it on the Committee's behalf; and
4. That the Chairman be authorised to sign the Statement of Accounts.

6 Budget Review and Revised 2016-17 Budget

The Committee considered report EFA/110/16 by the Finance Director and Treasurer which reviewed expenditure against budget as at 31 August 2016 and identified major variances to the budget for the period. It also provided a revised budget for 2016/17 to reflect the implementation plan for the Programme 2020 and sought approval for the revised budget and the resulting transfer of £2.9m from reserves.

The following points arose from consideration of the report:

- The Committee noted the £60k overspend on employment costs.
- The spend on whole time firefighters was under budget. For on-call firefighters the spend was £42k over budget. Members noted the additional information provided on head count numbers which would be further improved to explain the trends.
- Support staff pay was £201k above budget and the largest factor in overspend related to the employment of interim staff in the HR and training departments as a result of a departmental reorganisation. The budget proposal included additional funding to enable spend to be brought back to within revised budget by the end of the financial year.
- Recruitment was already underway to appoint resources into the HR department and to move away from the reliance on interim management staff.
- The Committee noted the challenges in recruiting on-call firefighters to work in some stations such as in Ongar, where the number of incidents was low. An agency had now been commissioned to start a recruitment campaign and to encourage local businesses to support their staff to get involved.
- Members noted the revised budget with the main changes, including: £3.1m of costs associated with early exit options for around 45 firefighters; additional funds required for the restructuring of the HR department and extra training costs; additional resources required to support the Programme 2020 plan; and £200k for backdated pension contributions for day-crewed firefighters.

Resolved:

1. That the position on the Authority's income and expenditure at 31 August 2016 compared to the original budget be noted;

2. That the capital expenditure spend against budget for the period to 31 August 2016 be noted; and
3. That the revised 2016-17 budget and the net use of £2.9m of reserves be agreed.

7 Progressing the Lucas Review Recommendations for Essex Fire Authority Members; specifically in relation to the outcomes of facilitated workshops held February-March 2016 – Update Report

The Committee considered report EFA/111/16 by Hannah Cleary, Seconded Member Support Officer, which provided an update on the activity undertaken since the last meeting on 22 June 2016 and future plans.

Members considered the proposed approach to hold a further three sessions facilitated by SOLACE and emphasised the need to hold these well in advance of the 2017 local Council elections. Ideally, the resulting and ongoing development needed to be in place for new Members and overall implementation from May 2017. These additional sessions would build upon those that had taken place earlier in 2016, and also address some of the recommendations made by Sir Ken Knight in his recent report.

The Committee noted that the Seconded Member Support Officer would continue to explore training and development options including those offered by the Local Government Association as part of this overall programme of work.

Resolved:

1. That the supporting activity undertaken since the meeting of 22 June 2016 in relation to webcasting and publication of Member profiles be noted;
2. That the proposal to engage SOLACE for a further 3 sessions during autumn 2016 and spring 2017 in respect of the following be approved:
 - i. Roles and Responsibilities
 - ii. Scrutiny and appropriate challenge
 - iii. Reflection and future steps
3. That a further report in respect of the 'Member Induction/Ongoing Development' and 'Communications and Engagement' strands be brought to the next meeting of the Policy and Strategy Committee for progression.

8 Date of Next Meeting

It was noted that the next meeting of the Committee would take place on Wednesday 2 November 2016 at 10.00 am.

9 Exclusion of the Press and Public

Resolved:

That having reached the view that, in each case, the public interest in maintaining the exemption (and discussing the matter in private) outweighed the public

interest in disclosing the information, the public (including the press) be excluded from the meeting during consideration of the following items of business on the grounds that it involved the likely disclosure of exempt information as specified in paragraphs 1 and 4 of part 1 of Schedule 12A of the Local Government Act 1972.

[The External Auditors, Roger Hirst, Essex Police and Crime Commissioner, and Hannah Cleary left the meeting at this point].

10 Minutes (part II)

The confidential minutes of the meeting held on 22 June 2016 were agreed as a correct record and signed by the Chairman.

The Committee noted one outstanding Member request in relation to the work of the Principal Officers HR Committee which would be followed up on.

(Please note that a fuller record is set out in the confidential appendix of the meeting).

The meeting closed at 11.20 am.

Signed.....
(Chairman)

Date.....

Essex Fire Authority

Essex County Fire and Rescue Service



MEETING	Policy & Strategy Committee	AGENDA ITEM	4
MEETING DATE	2 November 2016	REPORT NUMBER	EFA/119/16
SUBJECT	Budget Review		
REPORT BY	Finance Director & Treasurer		
PRESENTED BY	Finance Director & Treasurer – Mike Clayton		

SUMMARY

This paper reports on expenditure against budget as at 30 September 2016 and identifies and comments on major budget variations. In addition the report includes key indicators that act as lead indicators for expenditure across the Authority

RECOMMENDATIONS

Members are asked to:

1. Note the position on the Authority's income and expenditure at 30 September 2016 compared the original budget; and
2. Note the capital expenditure spend against budget for the period to 30 September 2016.

BACKGROUND

This table below shows actual expenditure against budget to 30 September 2016.

Description	YTD			
	YTD Actual £'000s	Variance YTD £'000s	% Variance YTD	Commitments £'000s
Firefighters	15,884	(323)	-2%	-
On Call Firefighters	2,450	71	3%	-
Control	635	(42)	-6%	-
Support Staff	5,719	(82)	-1%	214
Total Employment Costs	24,688	(375) 	-1%	214
Support Costs	1,074	(77)	-7%	83
Premises & Equipment	4,815	(442)	-8%	1,401
Other Costs & Services	2,088	261	14%	384
Ill health pension costs	1,114	51	5%	-
Financing Items	816	(4)	-1%	(10)
Operational income	(2,069)	(122)	6%	0
Contribution to/(from) Reserves	-	731	0%	-
Total Other Costs	7,838	398 	5%	1,858
Total Budget	32,527	23 	0%	2,073
Total Funding	(37,111)	24 	0%	-
Funding Gap / (Surplus)	(4,584)	47		2,073

More detailed figures are provided at page 6.

STAFFING

Overall employment costs are £375K (1.5%) under budget for the 6 months to September.

Spend for; whole time fire-fighters is £323K (2.0%) under budget, this reflects headcount being lower than budget in the first half of the year, for on-call firefighters, spend is £71K (2.98%) over budget.

Support staff pay is £84K (1.4%) under budget for the 6 months to September. This comprised an underspending of £208K on directly employed staff offset by an overspending of £126K on casual and temporary staff.

Whole-time fire-fighter numbers at 678.0 are 13.0 (1.9%) under phased budget at the end of September. On that date 34 firefighters left the Service and for October the budgeted number of firefighters has reduced to 648.

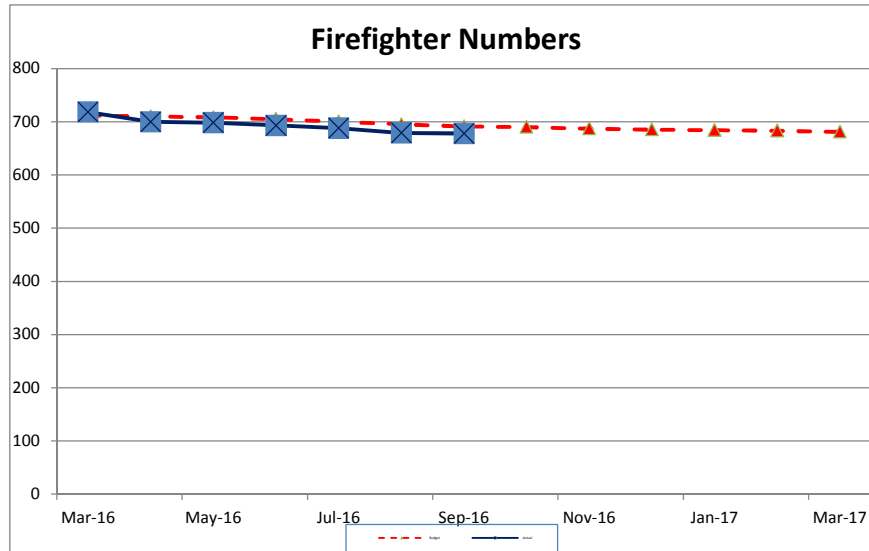
The staffing position at the end of September is summarised below (% figures rounded):

30 Sep 2016	Actual	Phased Budget	Variance	
Wholetime Firefighters - FTE	678.0	691.0	-13.0	-2%
On-Call Firefighters - Headcount	475.0	519.0	-44.0	-8%
Control - FTE	31.8	33.0	-1.2	-4%
Support Staff - FTE	240.6	278.7	-38.1	-14%
Total	1,425.4	1,521.7	-96.3	-6%

The figures in the table above show on-call fire-fighters on a headcount basis. On a full time equivalent basis there are 376.8 fire-fighters.

The number of whole-time fire-fighters aged over 50 with more than 30 years' service was 11 at the end of August. The number of fire-fighters over 50 with more than 25 years' service was 79 at the end of August.

The graph below shows the numbers of whole-time fire-fighters compared to the budget for the month.



WATCH BASED FIREFIGHTERS

The numbers of Watch Based Fire-fighters compared to the target levels set by the Authority are shown below.

Date	Budgeted Rider Resource	OptJmum Rider Resilience Level	Critical Minimum Rider Requirement	Actual Riders	Wholetime Rota Day Working (FTE)	On-Call Firefighters Mixed Crewing (FTE)
31/08/2016	600	576	548	538.0	0.0	2.4
30/09/2016	600	576	548	539.0	0.0	2.4

The shortage of riders was addressed by the removal of the second fire engines from Loughton, Orsett and Rayleigh Weir fire stations at the end of September as part of Programme 2020.

ON-CALL FIREFIGHTERS

Full details of the on-call numbers are provided in Appendix 2. The table shows that we have a headcount of 475.0 firefighters at 30th September a net reduction of 3.0 from the 478.0 at 1st April this year. Consultation on amendments to the bandings for on-call availability has commenced. Research has evidenced that this is a significant barrier to recruitments, particularly for a more diverse workforce.

NON-PAY RELATED EXPENDITURE

Non-pay expenditure is £9K underspent for the 6 months to 30 September; in addition operational income is £122K better than budget.

Support costs are £77K (6.7%) overspent for the 6 months to 30 September, the main area of underspend is travelling and subsistence which is £102K (30%) underspent.

Premises and equipment is £442K (8%) underspent, this reflects a slow first half of the year on property maintenance ICT and operational equipment.

Other costs and services are £261K (14%); this includes £199K on legal costs.

CAPITAL EXPENDITURE

Capital expenditure for the 6 months to 30 September 2016 is shown in the table below.

Total capital expenditure is £3.9m, the largest item included is £2.5m for new appliances. The figure also includes £716K for asset protection and service workshops. Equipment includes thermal imaging cameras (£237K), fire ground radio (£88K) and RPE masks and equipment (£36K).

The investment of £195K in information technology relates to replacing the MIS system for Community Safety and Fleet Workshops.

	Original Budget 2016/17 £'000s	Approved Changes £'000s	Revised Budget - 16/3/16 £'000s	Total Spend including Commitments £'000s
Property				
New Premises				
Service Headquarters	-	-	-	-
Service Workshops	1,000	-	1,000	174
Other	-	-	-	-
Existing Premises				
Solar Panels	300	-	300	3
Asset Protection	2,000	-	2,000	538
Asset Improvement Works	-	-	-	-
Total Property	3,300	-	3,300	716
Equipment	592	597	1,189	360
Information Technology				
Projects > £250k	-	-	-	78
Projects < £250k	825	-	825	117
Total Information Technology	825	-	825	195
Vehicles				
New Appliances	2,255	-	2,255	2,503
Other Vehicles	851	116	967	149
Total Vehicles	3,106	116	3,222	2,651
Total Capital Expenditure	7,823	713	8,536	3,922

RISK MANAGEMENT IMPLICATIONS

The review of expenditure against the profiled budget is part of the overall financial control process of the Authority. In exceptional circumstances it allows for budget virements to ensure that under spending against budget heads can be utilised to fund expenditure against other priorities. If virements are not made there is a risk that the Authority will miss out on opportunities to improve performance and meet key objectives during the year. The Authority's reserves are at the upper end of their target range and the Authority is able to fund short term fluctuations in activity from them when necessary.

The review of the management accounts is one control measure to mitigate the risk of overspending the Authority's budget for the year.

LEGAL AND EQUALITIES IMPLICATIONS

There are no direct legal or equalities implications within this report.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985	
List of background documents – including appendices, hardcopy or electronic including any relevant link/s.	
Appendix 1 Management Accounts – September 2016	
Appendix 2 On-call Firefighter Numbers	
Proper Officer:	Finance Director & Treasurer
Contact Officer:	Mike Clayton Essex County Fire & Rescue Service, Kelvedon Park, London Road, Rivenhall, Witham CM8 3HB Tel: 01376 576109 Mike.clayton@essex-fire.gov.uk

MANAGEMENT ACCOUNTS – SEPTEMBER 2016

Description	YTD				YTD Commitments
	YTD Actual £'000s	Variance YTD £'000s	% Variance YTD		
Firefighters	15,884	(323)	-2%		-
On-Call Fire-Fighters	2,450	71	3%		-
Control	635	(42)	-6%		-
Support Staff	5,719	(82)	-1%		214
Total Employment Costs	24,688	(375)	-1%		214
Training	297	(37)	-11%		43
Employee Support Costs	542	62	13%		36
Travel & Subsistence	235	(102)	-30%		4
Support Costs	1,074	(77)	-7%		83
Property Maintenance	966	(106)	-10%		538
Utilities	290	(5)	-2%		3
Rent & Rates	672	(22)	-3%		48
Equipment & Supplies	747	23	3%		72
Communications	673	(31)	-4%		514
Information Systems	1,037	(266)	-20%		196
Transport	430	(35)	-8%		30
Premises & Equipment	4,815	(442)	-8%		1,401
Establishment Expenses	433	(34)	-7%		5
Insurance	266	10	4%		-
Professional Fees & Services	1,255	279	29%		379
Democratic Representation	69	(3)	-4%		-
Agency Services	64	9	16%		-
Other Costs & Services	2,088	261	14%		384
III Health Pension costs	1,114	51	5%		-
Lease & Interest Charges	816	(4)	-1%		(10)
Statutory Provision for Capital Financing	-	-	0%		-
Financing Items	816	(4)	-1%		(10)
Operational income	(2,069)	(122)	6%		0
Contributions to/ (from) General Balances	-	731	0%		-
Total Net Financing Requirement	32,527	23	0%		2,073
Revenue Support Grant	(9,057)	(2)	0%		-
National Non-Domestic Rates	(7,748)	(8)	0%		-
Council Tax Collection Account	(429)	35	0%		-
Council Tax	(19,876)	(0)	-1%		-
Total Funding	(37,111)	24	0%		-

ON-CALL FIREFIGHTER NUMBERS

ON CALL FIREFIGHTERS					
Headcount Movement 2016-17					
Row Labels	Actual 30th Sept	Joiners	Leavers	Transfers	Year to date movement Incr/(Decr)
Billericay	14.0	0.0	0.0	0.0	0.0
Braintree	20.0	0.0	(3.0)	0.0	(3.0)
Brentwood	13.0	1.0	(1.0)	(1.0)	(1.0)
Brightlingsea	12.0	1.0	0.0	0.0	1.0
Burnham	9.0	0.0	(4.0)	0.0	(4.0)
Canvey Island	18.0	0.0	0.0	0.0	0.0
Coggeshall	12.0	1.0	0.0	1.0	2.0
Corringham	13.0	2.0	(1.0)	0.0	1.0
Dovercourt	12.0	0.0	0.0	0.0	0.0
Dunmow	14.0	2.0	(3.0)	(1.0)	(2.0)
Epping	14.0	0.0	(2.0)	1.0	(1.0)
Frinton	17.0	0.0	0.0	0.0	0.0
Halstead	23.0	2.0	0.0	0.0	2.0
Hawkeell	14.0	1.0	(1.0)	0.0	0.0
Ingatestone	12.0	2.0	0.0	0.0	2.0
Leaden Roding	7.0	0.0	0.0	0.0	0.0
Maldon	20.0	0.0	(2.0)	1.0	(1.0)
Manningtree	14.0	2.0	(2.0)	0.0	0.0
Newport	10.0	0.0	0.0	0.0	0.0
Old Harlow	14.0	0.0	0.0	0.0	0.0
Ongar	7.0	2.0	0.0	(1.0)	1.0
Rochford	10.0	1.0	(1.0)	0.0	0.0
Saffron Walden	21.0	0.0	(1.0)	0.0	(1.0)
Shoeburyness	10.0	0.0	(2.0)	0.0	(2.0)
Sible Hedingham	8.0	0.0	0.0	0.0	0.0
Stansted	16.0	4.0	(2.0)	0.0	2.0
Thaxted	8.0	0.0	0.0	0.0	0.0
Tillingham	11.0	1.0	(1.0)	0.0	0.0
Tiptree	13.0	1.0	0.0	0.0	1.0
Tollesbury	11.0	1.0	(1.0)	0.0	0.0
Weeley	14.0	1.0	(1.0)	0.0	0.0
West Mersea	12.0	1.0	0.0	0.0	1.0
Wethersfield	9.0	0.0	0.0	0.0	0.0
Wickford	11.0	0.0	0.0	0.0	0.0
Witham	19.0	0.0	(3.0)	0.0	(3.0)
Wivenhoe	13.0	2.0	0.0	0.0	2.0
Grand Total	475.0	28.0	-31.0	0.0	(3.0)

Essex Fire Authority

Essex County Fire & Rescue Service



MEETING

AGENDA ITEM

Policy and Strategy Committee

5

MEETING DATE

REPORT NUMBER

2 November 2016

EFA/120/16

SUBJECT

Fleet Workshops Redevelopment – Update Report

REPORT BY

Mike Clayton - Finance Director & Treasurer

PRESENTED BY

Mike Clayton - Finance Director & Treasurer

SUMMARY

In December 2015 Members approved funding for the initial design and planning phases of a project to build a new Fleet Workshops at Kelvedon Park to replace the existing facility at Lexden in Colchester. The need for a new facility is because the condition of the Service's vehicle workshop at Lexden has been deteriorating for a number of years and significant expenditure on either the existing or a new facility was required.

This paper brings forward summary information on the activities carried out since December 2015 and seek approval to pause the project until there is a better understanding of alternative uses for the Kelvedon Park site and alternative options for the location of Fleet workshops.

RECOMMENDATIONS

Members of the Essex Fire Authority are asked to:

1. Note the potential for alternative uses for the Kelvedon Park site;
2. Note the on-going work to consider options for the structure of the fleet management arrangements; and
3. Agree that the project is paused until there is greater clarity for these issues.

BACKGROUND

The current Fleet Workshops site occupies a corner position to the south west of Colchester town centre. The local area is mainly residential although the site itself is adjacent to a school and an ambulance station and the Authority's total site includes the Urban Search and Rescue base. The recent relocation of Stores and the Breathing Apparatus Workshop to the site assisted in the vacation of Hutton. The site comprises a

main building with a series of outbuildings with a concrete yard area providing parking and testing areas.

Although serviceable as a site and layout the utilisation is hampered by the building construction. Most of the buildings are constructed of clad steel frame, with a high proportion of the construction materials containing asbestos. Standard maintenance items such as roofs and windows cannot be replaced without a significant safety risk. Elements of all the buildings have been patched repaired to the point that there is a significant risk of failure in the next few years. Dated design elements such as a single entry door on the main building greatly restrict the effective use of the current facilities, hampering the fleet workshops performance. The continued use of the existing buildings for the long term is not a feasible option.

In December 2015 three options were identified as available to the Authority regarding the facility:-

- 1 Relocation of the Fleet Workshops facility;
- 2 Demolition and rebuild of the current facility; and
- 3 Outsource vehicle maintenance.

The preferred option at that time was the relocation of the Fleet Workshops to Kelvedon Park. This option ensures that workshop service can continue whilst the design and building parts of the programme are undertaken.

Previous discussions with Essex Police had established that there was little overlap with their maintenance requirements and concluded there would be little benefit in the development of a joint facility. Since then further work on the potential for the joining up of fleet management has been undertaken, and this is one strand of the on-going work on potential areas for collaboration that is supported by PA Consulting. No decisions concerning whether this would be of benefit to either the Police or Fire services have been made.

As part of the same collaboration reviews the potential for the Kelvedon Park site to be developed to provide office accommodation for the Police management team has been considered. Such a development would preclude the use of the site for the Fire Authority's Fleet Workshops. Again, no decision or firm proposals have been made or developed at this point in time.

Given the above factors there is a risk that further work on the design phase of the project, based on the Kelvedon Park site, could prove to be abortive with little scope to carry the design over to a new site.

Design to tender stage Proposal

The Programme to develop a new fleet workshop has two phases. The first phase will procure the support for the design of the new workshops and progress until the tender for the construction. At this point a full business case will be completed and approval sought from the Authority. When the design and the specification for the build are completed the Authority will be in a position to consider whether to progress the development on the strength of a tender proposal from a contractor.

The initial procurement has resulted in the appointment of Focus Consultants as the Project Manager / Quantity Surveyor. The second stage for the procurement of the design team has been delayed pending a decision by Members on this paper.

Outline Programme

The outline timescale proposed is as follows:-

Work Item	Outline delivery date
Members agreement to design fees	December 2015
Product descriptions agreed for the construction	January 2016
OJEU process starts for design team	February 2016
Design Team appointed via European regulations	September 2016
Completion of design	June 2017
Tender and adjudication of construction works	December 2017
Construction contract agreement	February 2018
Construction completion	May 2019

As with all significant contracts there could be some timescale slippage in either direction.

RISK MANAGEMENT IMPLICATIONS

This paper has arisen because of the development of a risk, concerning the availability of a suitable site at Kelvedon Park, into an issue. To manage the issue it is proposed that the project is paused until there is alacrity around both the future structure of the management team for the Fire Authority's fleet and the potential alternative uses of the Kelvedon Park site.

The risk of a significant failure in the buildings at the existing Lexden site remains high.

FINANCIAL IMPLICATIONS

The costs incurred on the project were £11k at the end of September 2016 with a further £11k of committed expenditure.

LEGAL IMPLICATIONS

There are no significant legal implications from a decision to pause the project.

USE OF RESOURCES

The Fleet and Equipment and Stores functions based at Service Workshops are all key parts of this Authority's delivery obligations for an operational service. Combined with the implications of a dated and deteriorating facility the programme could be considered as an imperative use of resources.

ENVIRONMENTAL IMPLICATIONS

A decision to pause the project will delay any environmental improvements from a new facility.

EQUALITY IMPLICATIONS

A decision to pause the project will delay improvements to our facilities.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985	
List of appendices attached to this paper:	
List of background documents (not attached):	
Proper Officer:	Mike Clayton – Finance Director & Treasurer
Contact Officer:	Jon Doherty, Property Services Manager Essex County Fire & Rescue Service, Kelvedon Park, London Road, Rivenhall, Witham CM8 3HB Tel: 01376 576000 E-mail:

Essex Fire Authority

Essex County Fire and Rescue Service



MEETING

Policy & Strategy Committee

AGENDA ITEM

6

MEETING DATE

2 November 2016

REPORT NUMBER

EFA/121/16

SUBJECT

Corporate Risk Register

REPORT BY

Finance Director & Treasurer

PRESENTED BY

Finance Director & Treasurer - Mike Clayton

SUMMARY

This paper reviews the corporate risk register for the Fire Authority identifying the potential causes and impacts of these risks together with the current status of the associated controls.

RECOMMENDATIONS

It is recommended that Members review the risk register and agree any further actions to be taken to mitigate against the likelihood or impact of corporate risks.

BACKGROUND

The key underlying risks to the Authority remain unchanged for earlier years. What is changing are the potential triggers for these risks and, to a lesser extent, the impact of the risks occurring. The key risks (and opportunities) are:

- **Loss of funding** - If we have a large or unexpected loss in our income or cash there is a risk that we will have to reduce the level of prevention, protection and response services we provide to our communities;
- **Loss of resources** - If we have a significant failure, loss or reduction of our physical infrastructure or resources (including our people) there is a risk that we will not deliver the same level of prevention, protection and response services to our communities;
- **Loss of reputation** - If there is a loss of public or stakeholder confidence in the Service there is a risk that we will not be able to engage effectively with our communities, which will impact on our ability to deliver our services;
- **Governance failure** - If our governance processes are ineffective there is a risk that we may not be able to engage effectively with partners or we may misalign resources to need and may compromise safety in the delivery of our services to our communities;

- **Management Failure** - If we do not have motivated and engaged people with the right skills and competencies there is a risk that we will be unable to innovate and deliver safe and effective services to our communities; and
- **Innovation Opportunity** If we are able to react in an agile way to changes in our environment there is an opportunity to identify new and effective ways to deliver our services.

Recent changes to triggers include the proposed governance changes for the Service, the risk to future government funding post Brexit and the potential impact if pay rates for key roles move significantly away from market rates.

APPROACH TO RISK MANAGEMENT

The Authority uses the “bow tie” method to identify the potential causes of risks and their impacts, together with the associated controls. Using this approach a number of key risks and opportunities have been identified and the most significant potential causes and impacts assessed. Risks are scored using a 5 by 5 matrix which assesses the likelihood of the risk occurring and the consequences if it does.

The two scores are multiplied to give both the target risk assessment and the current assessment of the risk. Where the current risk assessment is above target for a risk (or below target of an opportunity) then this indicates that either existing control measures are not yet fully implemented and effective, or additional control measure may be required for a new trigger.

Likelihood

Level	Descriptor	Measure
1	Rare	The event may occur in exceptional circumstances
2	Unlikely	10% - 35% The event may occur infrequently
3	Possible	35% - 65% The event may occur at some time
4	Likely	65% - 90% The event is expected to occur
5	Almost Certain	> 90% The event will occur in most circumstances

Impact (Examples)

Level	Service Impact	Financial Impact	Safety Impact
1	Insignificant	Financial loss <£25k	No injuries
2	Minor	Financial loss >£26k <£100k	Minor injuries
3	Moderate	Financial loss >£101k <£250k	Serious injury
4	Significant	Financial loss >£251k <£500k	Severe or multiple injuries.
5	Major	Financial loss >£501k	Loss of life or long term hospitalisation.

The risk register is provided in Appendix1.

RISK MANAGEMENT IMPLICATIONS

The risk management implications are set out in the paper.

FINANCIAL & USE OF RESOURCES IMPLICATIONS

The financial implications are primarily associated with the risk appetite assumed. For example, to ensure that the Authority is able to receive calls and mobile appliances back-up systems and alternative sites for mobilisation are available. These arrangements have to be tested so that there is assurance that they will work if needed. These arrangements add to the authority's costs. The cost burden would not be as great if the risk appetite was greater.

LEGAL, ENVIRONMENTAL AND EQUALITY IMPLICATIONS

There are no direct legal, environmental or equalities implications from the decisions in this paper.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985	
List of appendices attached to this paper:	
Appendix 1 – Risk Register	
List of background documents (not attached):	
Proper Officer:	Mike Clayton, Finance Director and Treasurer
Contact Officer:	Mike Clayton Essex County Fire and Rescue Service, Kelvedon Park, London Road, Rivenhall, Witham CM8 3HB Tel: 01376 576000 E-mail: mike.clayton@essex-fire.gov.uk

Risk Assessment with Risk and Control Updates V4

Essex FRS3

Risk Event/Description	Triggers/Sources	Impacts/Consequences	Current Assessment	Target Risk Assessment				
SRR150001 If we have a large or unexpected loss in our income or cash there is a risk that we will have to reduce the level of prevention, protection and response services we provide to our communities. Type of risk Financial / Income	Reduction in Government funding - Loss of £8m of RSG by 2020 Fraud Loss of cash through banking failure Reduction in National Non-Domestic rates	Temporary reductions in non-core spend and investment Prosecution Short term borrowing to fund expenditure Service reductions - 2020 Programme	Risk - Medium High 10	Risk - Medium High 10	Next Review Date	Last Review Date	Days Overdue	Risk Owner
			Impact/Consequence Likelihood 5	Impact/Consequence Likelihood 5	27/12/2016	27/06/2016	0	Mike Clayton

Risk Review Update

Review Summary: Authority plans to agree service changes agreed in June 2016

If we have a large or unexpected loss in our income or cash there is a risk that we will have to reduce the level of prevention, protection and response services we provide to our communities. Updated on 03/12/2015 12:20:09

Control Measure	Control Review Update	Status	Cost to Date Est. Cost	% Complete	Days Overdue	Review Date	Control Owner
SRR150001/001 Governance	Review Summary: Governance arrangements under review by Service solicitor, report to members in September 2016. Internal audit plan 2016-17 approved by Audit Governance and Review committee July 2016. Governance Updated on 25/07/2016 09:51:50	Effective		100	0	25/10/2016	Glenn McGuinness
SRR150001/002 Spend Management	Review Summary: Members agreed Service option 2 at meeting on 8th June, more detailed implementation plan being developed and will be submitted to members in September 2016. Spend Management Updated on 25/07/2016 09:54:25	Effective		100	0	25/10/2016	Glenn McGuinness
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Risk Assessment with Risk and Control Updates V4

SRR150001/003 Communications	Review Summary: Updated communications plan to the Programme Board in September. Communications Updated on 15/09/2016 16:05:51	Effective		100	0	15/03/2017	Ben Pilkington
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Risk Assessment with Risk and Control Updates V4

Essex FRS3

Risk Event/Description	Triggers/Sources	Impacts/Consequences	Current Assessment	Target Risk Assessment				
SRR150002 If we have a significant failure, loss or reduction of our physical infrastructure or resources (including our people) there is a risk that we will not deliver the same level of prevention, protection and response services to our Type of risk Organisational Infrastructure	Denial of Premises Loss of supporting infrastructure or services (ICT, Water etc.) Critical staff shortage or strike Major incident Loss of appliances or equipment Cyber attack Loss of support staff through uncertainty over roles Loss of staff because of market pay variations	Process delays and contact difficulties for public and colleagues Short term loss of use of premises or systems Appliances unavailable, routine activities curtailed, training delayed Senior managers and decision makers unavailable Cost of business continuity or asset replacement Lower levels of appliance availability during strike periods	Risk - High	Risk - Medium High	Next Review Date	Last Review Date	Days Overdue	Risk Owner
			15	9				
			Impact/Consequence Likelihood 5	Impact/Consequence Likelihood 3	08/11/2016	08/08/2016	0	Dave Bill

Risk Review Update

Review Summary: The next phase of the management review will address areas where the Service is currently carrying vacancies. The Service continues to provide a high level of service through its prevention, protection and response initiatives, but will need to have the new structure in place in order to deliver against its 2020 and IRMP objectives.

If we have a significant failure, loss or reduction of our physical infrastructure or resources (including our people) there is a risk that we will not deliver the same level of prevention, protection and response services to our communities. Updated on 09/05/2016 16:35:35

Control Measure	Control Review Update	Status	Cost to Date Est. Cost	% Complete	Days Overdue	Review Date	Control Owner
SRR150002/001 Physical Security	Review Summary: Discussions are in progress with the awareness advisors from the anti terrorist group within Essex Police. Project Argos and Griffin provide background knowledge and awareness. Physical Security Updated on 31/05/2016 11:44:42	Effective		100	0	02/01/2017	Jon Doherty

Risk Assessment with Risk and Control Updates V4

SRR150002/002 Network Resilience	Review Summary: Secondary bearers are now in place for KP, East and West command and the Control DR site at Ongar. All points of significant infrastructure are therefore covered Secondary Bearers Updated on 28/01/2016 14:21:02	Effective		100	0	01/01/2017	Jan Swanwick
SRR150002/003 HR Arrangements	Review Summary: This control measure is complete. HR Arrangements Updated on 22/07/2016 13:39:43	Effective		100			Caroline Cotterell
SRR150002/004 Resilience	Review Summary: Resilience plans remain effective Resilience Updated on 18/10/2016 08:43:05	Effective		100	0	18/01/2017	Caroline Cotterell
SRR150002/005 ICT Security	Review Summary: Lack of Security Officer is increasing this risk ICT Security Updated on 15/08/2016 11:03:31	In Progress		80	0	15/11/2016	Jan Swanwick

Risk Assessment with Risk and Control Updates V4

Essex FRS3

Risk Event/Description	Triggers/Sources	Impacts/Consequences	Current Assessment	Target Risk Assessment				
SRR150003 If there is a loss of public or stakeholder confidence in the Service there is a risk that we will not be able to engage effectively with our communities, which will impact on our ability to deliver our services. Type of risk Safer Communities & Public Awareness	Negative publicity over 2020 changes Very badly managed operational incident Poor corporate leadership across the Service Continued exposure of themes identified in Lucas review Thomas review into National Terms and Conditions A poor official report from an external source on policies and procedures indicating single points of failure, such as safeguarding	Reputational damage Intervention by Secretary of State Reduced and reducing efficiency and staff morale, and ability to deliver services with decline in performance Poor or deteriorating relations with other emergency services Additional costs to support required changes in culture	Risk - High <div>15</div>	Risk - Medium High <div>8</div>	Next Review Date	Last Review Date	Days Overdue	Risk Owner
			Impact/Consequence Likelihood 3	Impact/Consequence Likelihood 2	26/12/2016	26/09/2016	0	Adam Eckley

Risk Review Update

Review Summary: I have completed a review of this risk and amended some of the triggers and consequences.

If there is a loss of public or stakeholder confidence in the Service there is a risk that we will not be able to engage effectively with our communities, which will impact on our ability to deliver our services. Updated on 21/01/2016 09:56:10

Control Measure	Control Review Update	Status	Cost to Date Est. Cost	% Complete	Days Overdue	Review Date	Control Owner
SRR150003/001 Governance arrangements	Review Summary: Control in place and effective Governance arrangements Updated on 27/06/2016 09:29:04	Implemented	£150,000 £400,000	100	0	27/12/2016	Mike Clayton
SRR150003/002 Performance Reporting to identify negative trends/poor performance	Review Summary: Proposals for service measure presented to Policy & Strategy Committee October 2016 Performance Reporting to identify negative trends/poor performance Updated on 18/10/2016 08:48:52	Implemented		60	0	11/11/2016	Tracy King
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Risk Assessment with Risk and Control Updates V4

SRR150003/003 Inter-Service Liaison	Review Summary: regular meeting are in place with EEAS. PA Consulting are currently putting together a business case for future governance arrangements with the PPC/FA which includes a number of work streams. Inter-Service Liaison Updated on 20/07/2016 09:17:06	Under Review		100	0	20/10/2016	Dave Bill
SRR150003/004 Expert Advisory Panel	Review Summary: Interim progress report by Sir Ken Knight received by the Authority in September 2016. Good progress being made. Role of panel to continue but with less frequent meetings. Expert Advisory Panel Updated on 17/10/2016 09:09:37	Implemented	£200,000 £400,000	100	0	17/01/2017	Mike Clayton
SRR150003/005 Staff Engagement	Review Summary: 2016 staff engagement survey planned Staff Engagement Updated on 18/10/2016 08:52:58	Implemented		100	0	18/01/2017	Mark Stagg
SRR150003/006 Departmental structures	Review Summary: with the removal of the 3 WT appliance we are looking to rebalance resources in order to enhance our prevention and protection work. Departmental structures Updated on 12/10/2016 08:05:45	Proposed		100	0	05/11/2016	Dave Bill

Risk Assessment with Risk and Control Updates V4

Essex FRS3

Risk Event/Description	Triggers/Sources	Impacts/Consequences	Current Assessment	Target Risk Assessment				
SRR150004 If our governance processes are ineffective there is a risk that we may not be able to engage effectively with partners or we may misalign resources to need and may comprise safety in the delivery of our services to our communities. Type of risk Legal / Regulatory / Compliance	Lack of Member engagement Poor financial management Lack of budgetary control Poor corporate leadership across the Service and down through the management structure Judicial Review challenge to an Authority decision Governance change to Police and Crime Commissioner	Poor Internal and External Audit reports Loss of Elected Member confidence Loss of public, partner and stakeholder confidence Potential breach of legislation or statutory duty	Risk - Medium High 9	Risk - Medium Low 6	Next Review Date	Last Review Date	Days Overdue	Risk Owner
			Impact/Consequence Likelihood 3	Impact/Consequence Likelihood 2	13/12/2016	13/06/2016	0	Mike Clayton

Risk Review Update

Review Summary: Major decisions on 2020 programme made by Members after extensive public consultation. Work with SOLACE consultants to map out the role of Members and bring forward proposals for Member development.

If our governance processes are ineffective there is a risk that we may not be able to engage effectively with partners or we may misalign resources to need and may comprise safety in the delivery of our services to our communities. Updated on 16/11/2015 10:22:56

Control Measure	Control Review Update	Status	Cost to Date Est. Cost	% Complete	Days Overdue	Review Date	Control Owner

Risk Assessment with Risk and Control Updates V4

SRR150004/001 Governance	Review Summary: Review Summary: 1. Fire Authority constitution under review 2016. 2. Financial Regs up to date next review March 2017. 3. Members training underway Spring 2016 with SOLACE. 4. Governance review proposals requested by members - May 2017. 5. Senior Management review nearing completion consultation ends mid May 2016, some changes already implemented. Phase 2 by early 2017 6. Appraisal for senior staff completed April 2016. Governance Governance Updated on 28/07/2016 16:11:46	Effective		100	0	28/10/2016	Glenn McGuiness
SRR150004/002 Operational governance	Review Summary: The Service's IRMP went through the FA meeting in June, and the Service's strategy goes to the September FA meeting as does the timescales for the management review which will ensure that resources are aligned to areas of most need. Operational governance	Under Review		75	0	01/11/2016	Dave Bill
SRR150004/003 Communications	Review Summary: Control effective Communications Updated on 18/10/2016 08:51:59	Effective		100	0	18/01/2017	Emily Osborne

Risk Assessment with Risk and Control Updates V4

Essex FRS3

Risk Event/Description	Triggers/Sources	Impacts/Consequences	Current Assessment	Target Risk Assessment				
SRR150005 If we do not have motivated and engaged people with the right skills and competencies there is a risk that we will be unable to innovate and deliver safe and effective services to our communities. Type of risk Organisational Learning & Knowledge Management	Unable to recruit key specialist staff into the Authority as an employer of choice Uncertainty around future employment conditions and shape/size of the Authority Poor career planning and individual development Representative bodies in dispute with the Authority Pay rates not reflective of market	Higher costs of interim and temporary staff Higher levels of sickness and absence Lack of skilled and experienced key employees to deliver the Service strategy Lack of flexibility in service delivery	Opportunity - Considerable 12	Risk - Medium High 9	Next Review Date	Last Review Date	Days Overdue	Risk Owner
			Impact/Consequence Likelihood 4	Impact/Consequence Likelihood 3	19/12/2016	19/09/2016	0	Mark Stagg

Risk Review Update

Review Summary: Staff engagement survey for 2016 currently under design plus communications strategy surrounding actions taken since last survey

If we do not have motivated and engaged people with the right skills and competencies there is a risk that we will be unable to innovate and deliver safe and effective services to our communities. Updated on 18/04/2016 10:54:25

Control Measure	Control Review Update	Status	Cost to Date Est. Cost	% Complete	Days Overdue	Review Date	Control Owner
SRR150005/001 Staff Engagement	Review Summary: 2016 staff engagement survey planned Staff Engagement Updated on 18/10/2016 08:51:03	Under Review		80	0	18/01/2017	Caroline Cotterell
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Risk Assessment with Risk and Control Updates V4

SRR150005/002 Budget	<p>Review Summary: Monthly Finance reports and meetings with budget holders ensure budgets are closely monitored on a monthly basis, substantial internal audit assurance on budget management. Virements will be assessed as part of 2016-17 budget revision following decision of members to go for option 2 at EFA meeting on 8th June</p> <p>Budget Updated on 25/07/2016 09:49:49</p>	Effective		100	0	25/10/2016	Glenn McGuiness
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Risk Assessment with Risk and Control Updates V4

Essex FRS3

Risk Event/Description	Triggers/Sources	Impacts/Consequences	Current Assessment	Target Risk Assessment				
SRR150006 If we are able to react in an agile way to changes in our environment there is an opportunity to identify new and effective ways to deliver our services. Type of risk Organisational Learning & Knowledge Management	Focus on wider role in supporting partners in meeting their objectives Changes to funding arrangements Technological advances	Improve our organisational culture Improved communications with partners, stakeholders and the public Improved and intelligent use of data	Opportunity - Marginal 6	Opportunity - Substantial 20	Next Review Date	Last Review Date	Days Overdue	Risk Owner
			Impact/Consequence Likelihood 2	Impact/Consequence Likelihood 4	12/01/2017	12/10/2016	0	Dave Bill
Risk Review Update Review Summary: The review of the management structure will be important in ensuring that the Service can identify opportunities and adequate resources to maximise opportunity. If we are able to react in an agile way to changes in our environment there is an opportunity to identify new and effective ways to deliver our services. Updated on 11/07/2016 14:51:31								
Control Measure	Control Review Update	Status	Cost to Date Est. Cost	% Complete	Days Overdue	Review Date	Control Owner	
SRR150006/001 Development of a strategic approach to knowledge management		In Progress		25	0	17/01/2017	Mark Stagg	

ESSEX FIRE AUTHORITY

Essex County Fire & Rescue Service



MEETING

AGENDA ITEM

Policy and Strategy Committee

7

MEETING DATE

2 November 2016

REPORT NUMBER

EFA/122/16

SUBJECT

Aerial Ladder Platforms

REPORT BY

ACFO Prevention, Protection and Response Dave Bill

PRESENTED BY

ACFO Prevention, Protection and Response Dave Bill

SUMMARY

This paper sets out, and seeks support for, proposals on the future direction of the Service's Aerial Ladder Platforms.

RECOMMENDATIONS

Members of the Policy and Strategy Committee are asked to; -

1. Note the contents of the report;
2. Approve the reduction in the number of aerial ladder platforms from five to four; and
3. Approve the disposal of the surplus aerial ladder platform.

BACKGROUND

In 2009 the Service introduced five new Aerial Ladder Platforms (ALPs) to the Service, with the implementation completed in December 2010. The ALPs are currently located at Colchester, Chelmsford, Grays, Harlow and Southend.

The Work at Height Regulations (2005) that came into force on 6 April 2005 specifies minimum safety and health requirements for the use of equipment for work at height. The Regulations specify duties on employers, the self-employed and any person that controls the work of others. They apply to all work at height where there is a risk that a fall could cause personal injury and there is no exemption for emergency services.

The need for an Aerial Ladder Platforms at an operational incident is not in doubt, not only from a compliance stand-point for Working at Height regulations but also for the

operational advantages the appliance offers which cannot be replicated through other means. These are:

- Access to heights above the reach of the 135 ladder (14.1 metres) to a maximum of 30m to effect rescues or provide personnel access.
- Ability to apply large quantities of water onto a fire from above a building (water tower).
- Provision of an access platform in order that operational crews can work at height safely and comply with Working at Height regulations.
- Provision of a viewing platform for observation at height.

The tables below show the operational calls by ALPs since 2011. As is often the case with specialist appliances, they attend relatively few calls. Figures have notably reduced since 2015 when the ALPs were removed from pre-determined attendances¹ (they now only respond at the request of the Officer-in-charge) and the way in which they were crewed changed over the following 18 months due to the removal of the Services Rescue Tenders. This was done as part of the successful implementation of the Heavy Duty Rescue Pumps at seven locations throughout Essex.

Table One – ALP attendances from 2011 to 2016

Colchester ALP	2011	2012	2013	2014	2015	2016 ²
False Alarm	1	4	8	2	1	0
Fire	20	15	19	18	14	9
Special Service Total	9	10	9	6	9	13
Total	30	29	36	26	24	22

Southend ALP	2011	2012	2013	2014	2015	2016
False Alarm Total	23	19	36	32	0	0
Fire Total	44	34	30	25	6	5
Special Service Total	14	15	14	13	9	4
Total	81	68	80	70	15	9

Chelmsford ALP	2011	2012	2013	2014	2015	2016
False Alarm Total	7	8	12	6	2	0
Fire Total	33	25	13	28	13	5
Special Service Total	11	13	10	13	5	9
Total	51	46	35	47	20	14

¹ EFA/031/14

² Please note 2016 figures are up until October 2016

Grays ALP	2011	2012	2013	2014	2015	2016*
False Alarm Total	11	9	31	16	2	-
Fire Total	26	22	32	25	12	-
Special Service Total	11	6	7	11	7	-
Total	48	37	70	52	21	-

*figures from 2016 not available

Harlow ALP	2011	2012	2013	2014	2015	2016
False Alarm	4	2	22	18	1	1
Fire Total	10	13	13	8	5	1
Special Service Total	3	5	2	4	5	4
Total	17	20	37	30	11	6

ALPs offer a safe working platform for Firefighters and provide an element to Firefighting that cannot be replicated by other equipment. Its use as a water tower is synonymous with larger fire incidents, often used in pairs to contain fire spread in large buildings. However, as can be seen from the Tables, the busiest ALP was mobilised on average twice a month in 2015. The ALPs, as is often the case with specialist appliances, are mainly used as an additional control measure once the initial 'dynamic' nature of operational response has been brought under control. Its main use in rescue is the removal of casualties from areas that are difficult to access. This can only be done once the casualty is stabilised.

The Recommended Way Forward

As part of the Service's 2020 Programme, the Service is reviewing all of its specialist appliances to ensure that they are deployed at locations that provide effective cover throughout Essex, but also considers the training requirements needed for that equipment/Appliance (which can often be considerable, which is the case with the ALPs).

The utilisation of ALPs does not support the retention of five of these specialist appliances and it is proposed that the number of these appliances is reduced to four across the County. The surplus ALP would then be allocated for disposal. We have identified an opportunity to work closely with another Service in the region in disposing of an ALP and thus the purchasing Service not having the additional costs of purchasing a new ALP. The locations for the remaining four ALPs, until further work can be completed on the Service's longer term plan, will be at Chelmsford, Colchester, Grays and Southend.

RISK MANAGEMENT IMPLICATIONS

The Strategic Assessment of Risk document has been considered with the potential and on-going development of Essex, and has not identified additional risk to the Service so far as the Working from Height regulations are concerned.

FINANCIAL IMPLICATIONS

The existing Aerial Ladder platforms were purchased in 2009 at a cost of £484k per vehicle. They have a book value of £288k at 31 March 2016. By reducing the number of vehicles the Service will save on the maintenance costs, estimated to be £12k per vehicle per annum, and on the maintenance training for crews.

LEGAL IMPLICATIONS

The Fire and Rescue National Framework (2012; P7) states: -

'The priorities in this Framework are for fire and rescue authorities to:

'identify and assess the full range of foreseeable fire and rescue related risks their areas face, make provision for prevention and protection activities and respond to incidents appropriately'

Whilst acknowledging that instances in which the ALP attend are infrequent, the Service has an obligation to plan and respond to these incidents. The retention of four vehicles is considered to be sufficient to meet the requirement.

USE OF RESOURCES

In still maintaining four ALPs the Service will have strong resilience across the County for the type of incident in which the ALPs are used.

ENVIRONMENTAL IMPLICATIONS

None directly with this report.

EQUALITY IMPLICATIONS

None directly with this report.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985	
List of appendices attached to this paper: Appendix One	
List of background documents (not attached):	
Proper Officer:	Assistant Chief Fire Officer, Director of Prevention, Protection and Response
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ESSEX FIRE AUTHORITY

Essex County Fire & Rescue Service



MEETING

AGENDA ITEM

Essex Fire Authority – Policy and Strategy Committee

8

MEETING DATE

REPORT NUMBER

2 November 2016

EFA/123/16

SUBJECT

Progressing the Essex Fire Authority specific Lucas Review Recommendations: SOLACE Development Sessions Phase 2

REPORT BY

Hannah Cleary, Seconded Member Support

PRESENTED BY

A/CFO Adam Eckley

SUMMARY

At the last meeting of the Policy and Strategy Committee on 21 September 2016 it was agreed that a second phase of workshop sessions should be arranged and facilitated by the Society of Local Authority Chief Executives (SOLACE) during autumn 2016 and spring 2017 in respect of the following:

- i. Roles and Responsibilities
- ii. Scrutiny and appropriate challenge
- iii. Reflection and future steps

The Committee also agreed that the dates and full details of the sessions should be brought to the next meeting as an update report; this report therefore sets out the information requested by the Committee.

RECOMMENDATIONS

Members of the Policy and Strategy committee are asked to:

1. Note the report including the details of the 6 sessions that have been arranged between November 2016 and January 2017 and the next steps for the progression of the work into 2017; and
2. Formally refer the following element to the Authority's Audit, Governance and Review Committee for progression and resolution:
Review the regular and standing reports that are presented to Fire Authority meetings and Committees with a view to improving the presentation of performance information

against the strategic aims of the Essex County Fire and Rescue Service, using data from comparable authorities where appropriate.

A presentation on performance reporting was provided at the last meeting of the Audit, Governance and Review Committee on 5 October 2016 and there are plans to arrange Member Workshops to progress this work further.

BACKGROUND

The workshops facilitated by the Society for Local Authority Chief Executives (SOLACE) in February and March 2016 identified four key areas for future improvement all linked to the recommendations in the Lucas Review. The second phase of the SOLACE workshops will seek to address all of the key themes identified at the earlier sessions, as well as the Lucas Review recommendations pertaining specifically to Essex Fire Authority Members.

Invitations to the second phase of the SOLACE sessions were issued to all Essex Fire Authority Members on 4 October 2016 setting out the dates, times and content of the sessions. Each session is being offered twice to ensure that as many Members as possible are able to attend and make meaningful contributions.

These sessions will result in initiatives and work-streams that will address the Lucas Review recommendations that are specific to Essex Fire Authority Members and support those also made by Sir Ken Knight during his recent review of progress. Addressing these recommendations is crucial as the Authority moves into 2017 and prepares for a potential exit review by Sir Ken Knight later next year.

The resulting improvements from these sessions will be presented for agreement to the Fire Authority in early 2017 ready for immediate implementation and will include an ongoing development programme, Essex Fire Authority Member Handbook, and scrutiny toolkit; the contents of which will all be informed by these SOLACE sessions. The LGA have already been approached about the potential for them to contribute to the ongoing development programme that will be put in place for 2017/18.

SOLACE PHASE 2 SESSIONS

All sessions have been arranged at Kelvedon Park HQ and lunch and refreshments will also be provided at each session.

Session 1: Roles and Responsibilities:

23 November 2016, 10am-2pm OR
30 November 2016, 10am-2pm

What is Essex Fire Authority and what are its' statutory responsibilities?
How is Essex Fire Authority different to other local government organisations e.g. councils?
What is the role of the LGA Fire Services Management Committee?
What is the role of the Fire Authority Member?
What are Officers' roles?
What is contested space and what strategies can be used to effectively manage this area?
Number of group exercises to highlight Members' roles within relevant situations (e.g. what is an EFA Members' role in a terrorist incident?)

Session 2: Scrutiny and Appropriate Challenge:

12 December 2016, 10am-4pm OR
19 December 2016, 10am-4pm

What is scrutiny?

How can scrutiny be used to best effect at Essex Fire Authority?

Consideration and development of a scrutiny toolkit to support Members to effectively fulfil this element of their role.

Number of group exercises to demonstrate effective scrutiny in action.

Session 3: Reflections and Next Steps:

9 January 2017, 10am-2pm OR
16 January 2017, 1pm-4.30pm

Review the work from the first 2 sessions and consolidate the proposals that will be presented to the Fire Authority for agreement in early 2017.

NEXT STEPS – EARLY 2017

The responses from the sessions will be collated and used to prepare a work package for presentation at either the February or April 2017 EFA meetings. Once these work packages have been approved, actions will be implemented immediately to ensure the new arrangements are in place for the Membership that will be confirmed at the Annual General Meeting in June 2017.

RISK MANAGEMENT IMPLICATIONS

Failure to effectively address the issues identified within the Independent Review of Culture present significant risk to the Service and the Essex Fire Authority not least as the report suggests that without significant change our employees and the communities they serve may be at risk.

The information set out in this report supports the delivery of the work programme required to improve the culture within ECFRS.

FINANCIAL IMPLICATIONS

There will be costs of approximately £7k to commission the facilitation of the second phase sessions by SOLACE. This will be met from within existing budgets.

Other costs would be covered in those already estimated for the ongoing cultural review work; estimated to total £400k between 2015-2017 (this includes the Expert Advisory Panel costs). Around £200k of this is expected to fall in the current financial year.

LEGAL IMPLICATIONS

The information set out in this report sets out the progress made in the delivery of the work programme required to improve the culture within ECFRS and therefore serve to lessen any potential litigation presented by the risks identified within the Independent Review of Culture.

EQUALITY IMPLICATIONS

Failure to implement the Independent Review Action Plan and address the associated recommendations could result in the Service failing to meet its obligations under the Equality Act 2010.

ENVIRONMENTAL IMPLICATIONS

There are no direct environmental implications arising from this report.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985	
List of appendices attached to this paper: None	
List of background documents (not attached): Independent Cultural Review of Essex County Fire and Rescue Service EFA/086/16 – Policy and Strategy Committee Report – 22 June 2016 Policy and Strategy Committee 22 June 2016 Minutes Sir Ken Knight Independent Cultural Progress Review – September 2016 EFA/111/16 – Policy and Strategy Committee Report – 21 September 2016 Policy and Strategy Committee 21 September 2016 Minutes	
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