



MINUTES
POLICE, FIRE AND CRIME COMMISSIONER FOR ESSEX AND
ESSEX COUNTY FIRE & RESCUE SERVICE
PERFORMANCE AND RESOURCES SCRUTINY BOARD
27 August 2024 14:00 – 16:00

Present:

Jane Gardner (JG)	Deputy Police, Fire and Crime Commissioner (Chair)
Emily Bownes (EB)	Head of Performance and Scrutiny – Fire, PFCC’s Office
Pippa Brent-Isherwood (PBI)	CEO and Monitoring Officer, PFCC’s Office
Moira Bruin (MB)	Deputy Chief Fire Officer (ECFRS)
Lucy Clayton (LC)	Performance, Business Planning and Policy Manager (ECFRS)
Neil Cross (NC)	Finance Director and Section 151 Officer (ECFRS)
Karl Edwards (KE)	Director of Corporate Services (ECFRS)
Janet Perry (JP)	Chief Financial Officer / Strategic Head of Performance and Resources, PFCC’s Office
Sarah Smith (SS)	Procurement Manager (ECFRS)
Jeremy White (JW)	Finance Manager, PFCC’s Office
Danny Partridge (DP)	ECFRS
Borka Price (BP)	PFCC’s office (minutes)

Apologies:

Roger Hirst (RH)	Police, Fire and Crime Commissioner
Heather Kinzett (HK)	Strategic Advisor (ECFRS) seconded from the Home Office
Emily Cheyne-Guess (ECG)	Assistant Director Communications, Marketing & Brand (ECFRS)
Colette Black (CB)	Director of People Services (ECFRS)

1. Welcome and Apologies

1.1. JG welcomed DP who joined as an observer with apologies recorded above.

2. Minutes of Previous Meeting

2.1. The previous minutes were discussed and MB requested changes to section 2.1: remove *‘with softer wording’* and section 12.1, lines 11 and 12 amend the wording to the sentence: *‘The Strategy also covered the use of the Day Duty Officer Riding (DDOR), where operationally qualified Departmental....’*.

2.2. CB also requested section 2.1 be amended to *‘MB requested changes to section 11.2 to reflect a representative body position. Heather Kinzett....’*. With those amendments the previous minutes were accepted as an accurate record.

2.3. There were no matters arising.

3. Action Log

23/24 Deep Dive Update

MB confirmed with SH that the Service are happy with Deep Dive topics suggested, dates to be confirmed. ToR for the Deep Dive to be agreed.

UPDATE 27.08.24: EB to pick up with JP.

Open.

25/24 Finance Report

NC to establish a schedule of transfers in and out of the earmarked reserves within the Finance Report over the next few months.

Open – due September 2024.

26/24 Response Strategy Update

NC to liaise with JP on the On-Call overspend financial pack. JP was to follow up further outside of the meeting.

UPDATE 27.08.24: EB confirmed there were no further questions from NC and JP.

Close.

28/24 Forward Plan

SS to provide interim update to August P&R identifying anything expected in 2024, to provide an update at September Strategic Board on 19 September, and then provide a further update at September P&R with anything in 2025 and beyond.

Open.

29/24 Performance Report

The PFCC's Office via the collaboration board to promote the use of what3words to police colleagues expressing the benefits of utilising this method of incident location when requesting the attendance of Fire Colleagues.

UPDATE 27.08.24: EB confirmed this has been completed.

Close.

33/24 Performance Report

LC to amend Performance Report and re-issue before publication. JW indicated this report was still to be circulated and would be required now minutes have been agreed.

UPDATE 27.08.24: EB confirmed this has been completed.

Close.

39/24 Complaints and Compliments Process and Outcomes

KE to deliver a quarterly report on key themes and metrics to the P&R board for the complaints and compliments process. This would be presented at August P&R Board meeting.

Close.

40/24 Complaints and Compliments Process and Outcomes

JG, KE & PBI to discuss PFCC's scrutiny around complaints and compliments process with ECFRS.

UPDATE 27.08.24: JG advised that a date is being canvassed and a meeting is likely to be mid to late September 2024.

Open.

42/24 Procurement Report

PBI to circulate emergency planning training scenarios and materials if not protectively marked.

Open.

43/24 Performance Report

MB to check why there were drops in coverage for Rayleigh Weir and Colchester.

UPDATE 27.08.24: EB confirmed an update has been sent.

Closed.

44/24 Performance Report

MB to check the reasons behind allowing a staff member to reduce their hours when someone within the team was already off on long-term sick leave.

UPDATE 27.08.24: EB confirmed an update has been sent.

Closed.

45/24 Enforcement & Remediation on Clad Buildings Update

MB confirmed that the Protection team was now fully staffed, the Uplift Grant had been used to over establish using FTCs as part of ECFRS succession planning. It was noted that training takes circa 2-years to get them qualified, with another 1-2 years demonstrating competency.

Closed.

46/24 Enforcement & Remediation on Clad Buildings Update

JW to email MB & DP with specific questions regarding properties to gain a full response. This had been completed.

Closed.

47/24

EB to provide any complex and detailed questions in advance of the meetings to MB in future to ensure full responses.

Open.

48/24 Response Strategy Update

Demonstration to Board of the response time modelling tool, once up and running.

Open.

4. Forward Plan

4.1 EB talked through items on the Forward Plan:

- Monthly Finance Report (NC)
- Procurement Dashboard (SS)
- Performance Report (LC)
- Converted Stations Transitional Group Update (AS)
- Q1 Performance Report (LC)
- Q1 Annual Plan Update (MB)

- Protection Strategy Update (AS)
 - Deep Dive Update (EB)
 - Public Sector Equality Duty Objectives Update (CB)
 - Estates Strategy Update (KE)
 - Safer Together Update (CB)
 - Quarterly Information Governance Action Plan Update (KE) moved from August agreed March P&R
 - Benchmarking Report (LC) moved from August
- 4.2 LC requested the title of the 'Annual Plan Update' be amended to 'Continuous Improvement Plan Update' which was agreed. LC advised there was an action at the Strategic Board to provide additional dates on the Continuous Improvement Plan which has been circulated to PBI but no response received. PBI apologised for the delay and would review as soon as possible.
- 4.3 NC reported a paper is going before SLT on efficiencies and would like to have a conversation with JP and JW as it should be cited at a Performance and Resources Board. JG noted that Essex Police report on efficiencies and enquired as to the frequency which JP confirmed was quarterly.

Action 49/24

NC to discuss with JP and JW the efficiencies they are making for consideration on the Performance and Resources' Forward Plan.

5. Finance Report

- 5.1 NC provided the finance report showing performance to the end of July 2024. The budget schedule does not include the Firefighter pension employer contribution increase effective from the beginning of April 2024. The 'actuals' were incurring approximately £220,000 per month for the Firefighter additional contributions which was offset by an additional Government grant of £900,000. Year to date they were £200,000 better off than the budget which was budgeted to be a surplus of £652,000 but the actual surplus was £882,000. In terms of the forecast, they previously forecasted a deficit of £500,000 which was reduced to £181,000 and includes the impact of the grey book pay award, on-call retainer award and green book pay offer. Unites and Unison are balloting for industrial action in September / October 2024. The pension scheme forecast was £3.1 million which has reduced to £2.8 million due to being under established and incurring extra costs for additional shift work, which was not pensionable. There were additional costs for consultancy and non-pay costs for vehicle spares. NC stated they were investing the additional interest received as interest rates remain high. The gap was reducing, and they were projecting £181,000. In 2023 they received Business Rates relief for hospitality and received £700,000 this year. There was no indication from the 'Districts' that they had utilised the relief given, and they are waiting on confirmation. NC confirmed he would be adopting the same process as last year and they were not planning to recognise as a general fund until there was certainty.
- 5.5 NC referred attendees to the balance sheet on page 7 confirming the big cash increase of £44 million was due to receipt of the pension money and they received

an additional £9 million in relation to the Matthews Pension Remedy. A paper is going before SLT and will be presented at the September 2024 Strategic Board.

- 5.6 JG queried the £9 million received, which NC confirmed was the amount estimated by the Home Office and James Durrant was reviewing the impact of the costs.
- 5.7 JP asked NC whether he understood the impact of the £750,000 pay award. NC confirmed this would be explained in the 'Efficiencies' paper which he would talk through with JP.
- 5.8 JP noted the variance percentage was against the actuals and this needs to be amended to a percentage of the budget and NC took an action to amend.

Action 50/24

Action NC to amend the variance percentage to be against budget within the Finance Report.

- 5.9 NC advised that the annual capital spend was £1 million, but there were committed projects such as £600,000 for thermal imaging cameras and all the Appliances are committed this financial year. KE confirmed they were expecting the first three to arrive by the middle of October 2024.
- 5.10 JP noted the additional £9 million received for the pension grant and highlighted the need to consider the interest payable. NC confirmed this was being managed separately.
- 5.11 JW asked EB to note that the Finance Report saved was not the latest version presented by NC which EB acknowledged.

6. Procurement Dashboard

- 6.1 SS wanted to make attendees aware that when they change to the new procurement rules in October 2024, any contract awarded before 28 October 2024 would be covered by Public Contract Regulations 2015 for the remainder of the contract and the same applied to any framework awarded prior to 28 October 2024.
- 6.2 SS talked through the key points, confirming they were in the final stages of the tender documents for the review of the buildings' condition surveys for which there will be a Decision Report presented for approval to award on completion of the tender. In July 2024 they finalised the documentation for the Southend Station improvement programme and they were preparing the tender documents for Wethersfield and Orsett live fire training facilities repairs. The contract will have a break clause to cover ad hoc repairs. They are working on a tender for the psychometric testing and reviewing the options to the alternative contract with Artic Shores. In August 2024, they were finalising the requirements for the station end equipment and identifying a suitable route to market. Preparing tender documents for the mobile display terminals where there will be a Decision Report, due to the value. Awarded an interim solution for trainers which will be going out for tender at the end of the financial year and cover all footwear for all staff. They have completed the

capital purchase for three electric Volvos for the area managers, which includes the blue light installations and pricing rates for spare parts. They are working on the timeline for the preparation of the Operational Vehicle Asset Board Working Group. Interim contract for a couple of suppliers to support them with end of life vehicle supplies for training which will be split into lots to cover all stations and Wethersfield Training Centre which went live on 25 July 2024. Preparing a tender for light portable pumps. Ten top contracts were due to expire within the next six months. There were no STAs in July 2024.

- 6.3 JG queried the need to spend money on Wethersfield before it relocates. KE confirmed the infrastructure was in disrepair and the building needs to be serviceable so they can deliver training.

SS requested Item 16 Interim Update on Key Decisions & Contractual Agreements be brought forward to follow item 6 which was agreed.

7. Performance Report

- 7.1 LC outlined the report. Fires have reduced by 16% since last year with a 30% reduction over the five year average. There were no injuries or fatalities within the month. Response times were the best in July 2024 compared to the last four years, which could be attributed to the reduction in field fires. There has been an increase in home fire safety visits.
- 7.2 In terms of 'Prevention', they still have sickness issues with case management in place to support those returning to work.
- 7.3 In terms of 'Protection', eight additional officers have completed the Level 3 Qualification and are now progressing to Level 4. There is a nationwide issue regarding training where there are delays in receiving confirmation that staff have passed the Level 3 Qualification.
- 7.4 FOIs decreased in July 2024. Five data breaches, three of which were graded as moderate, two minor or near missed. Most of the breaches concerned emails and information shared and another with a stolen mobile phone. There was an increase in the number of complaints for July 2024. It was noted the Monthly Performance Report contained sensitive information and it was agreed this be removed and the sickness information needs to be redacted.

Action 51/24

LC to remove the sensitive information from the Performance Report and redact the sickness management wording prior to publication.

- 7.5 The number of Road Traffic Collisions is still above the five year average with 60% to 70% being around vehicle safety and 20% relating to vehicle extrication.
- 7.6 LC advised they have included details the Fire Break Course in Maldon within the Performance Report for the Extra21 charity.

- 7.7 In terms of the targets, there were a good number of greens, blues and amber but no red. Performance for life threatening incidents has improved since the previous month and five year average. Additional work is being undertaken on the Community Risk Management Plans to understand the response times across the county.
- 7.8 JG formally thanked the Service for the Firebreak post on 'X' formerly Twitter.
- 7.9 EB queried the date within the Performance Report under 'Protection' regarding the Training Officers waiting on the qualification pass confirmation. It was agreed this be discussed outside the meeting. EB also enquired as to the impact the delay would have of staff going through the Level 4 Qualification. DP stated they were separate confirmation of qualifications.
- 7.10 JP observed there were two targets 98% and 97% referenced within the document. LC confirmed 97% was the correct target and would update the document and re-circulate.

Action 52/24

LC to update the coverage target within the Performance Report and re-circulate the Report.

- 7.11 JG noted the increase in Road Traffic Collisions, highlighting it was going against the vision zero target and asked whether there was a reason for the rise. LC confirmed they were attending more incidents and referred JG to the SERP data where the numbers have reduced. LC advised that the SERP data is different to the Service's data. KE stated it would be useful to analyse the types of RTC incidents being recorded as they could be reports of people not wearing a seatbelt or mobile phone use. PBI said SERP has activity data and presents their Performance Report during the SERP meeting. PBI referred LC to Adam Pipe, Head of Roads Policing who uses the SERP data. PBI advised that a meeting has been arranged with ACC Nolan and Roger Hirst to discuss what they can do to reinvigorate work of SERP and suggested a representative from the Fire Service attends.

Action 53/24

MB to identify a representative to attend the meeting with ACC Nolan and Roger Hirst to discuss SERP.

UPDATE 30.08.24: Meeting with ACC Nolan arranged for 2 September 2024 and a meeting invitation has been sent to MB. Andrea MacAlister will be attending.

LC left the meeting at 15:09 hours

8. Prevention Strategy Update

- 8.1 DP noted EB's comments about the acronyms and gave a brief overview of the Report. Work has been progressing regarding the development of the 'Community Risk Management Plans' which will have themed delivery plans.

- 8.2 Since the prevention review commenced in early 2024, they have appointed a new Area Manager for Prevention and Protection, a new Head of Prevention and an Operational Prevention Manager. Safeguarding now sits under Donna Bentley. DP formally thanked the previous Managers for their support with the Prevention Strategy.
- 8.3 There has been an increase in home fire safety visits for July 2024. The Community Wellbeing Officers have had a significant impact on the community since the introduction of the pilot and the waiting time for Mid and South Essex has reduced by '1 hour and 10 minutes'. JG noted the good work of the Community Wellbeing Officers and asked for formal thanks to be given. KE also highlighted the savings being made of assisting people who have had a fall within the home. DP stated they were looking at expanding the service and upskilling the current Community Wellbeing Officers to be able to gain entry at ground floor level to reduce the deployment of Fire Appliances.
- 8.4 In terms of education and specialist intervention DP was keen on populating the narrative and showcasing prevention more in the Performance Report and would continue to do this monthly.
- 8.5 In terms of water safety, they have been working with the Royal National Lifeboat Institute to provide lifesaving training and equipment to 'night-time economy establishments' so they can carry out effective rescues around rivers and waterways across the country.
- 8.6 The most referred age range for fire safety interventions was 12-16 years.
- 8.7 Courses programmed for Firebike and Power 2 Wheelers and they are promoting 'Vision Zero' across the county.
- 8.8 40 bronze award cadets took part in an expedition and have been accredited the Bronze Duke of Edinburgh Award.
- 8.9 DP advised that most fatal fires in Essex involved males over 70 years of age who were smokers and this matched the characteristics in the NFCC Person Centred Framework.

9. Quarterly Grenfell Phase I High Level Action Plan Update

- 9.1 MB outlined the report covers the Manchester Arena and Grenfell enquiry, confirming the Service was compliant with regards to the Grenfell 46 recommendations and now progressed in 'Business as Usual'. Of the 149 Manchester Arena recommendations, 14 relate directly to the Fire and Rescue Services and three of those with an identified gap being managed towards compliance with a due date of March 2025, being recommendations 28, 29 and 30 which relate to control and training for major exercises. These are being governed by the Continuous Improvement Plan through the Board which MB chairs. Page 5 relates to the 48 NFCC multi agency recommendations which are being progressed under JESIP and page 12 outlines the assurance mechanisms regarding completion of the recommendations.

9.2 JW asked if the acronyms could be reviewed before the Report is finalised.

Action 54/24

MB to review the acronyms in the Report before it is finalised.

9.3 PBI thanked the Service for inviting her to the 'Grenfell Case Study Learning Event' on 19 August 2024 which referenced governance and assurance. The actions from the event would be brought to the attention of SMT. PBI stated that Steve McGuirk made a comment about not being able to locate the closure of the Grenfell actions on the website and asked the Service to consider how we respond. PBI suggested doing a piece of work similar to the Service's 'Cultural and Improvement Programme' with KE to assure ourselves, highlighting the recommendations.

9.4 DP assured the Board that Steve McGuirk was complimentary about the Essex Fire and Rescue Service.

10. Quarterly Organisational Assurance Report

10.1 MB advised that the Service's Assurance has been aligned to the HMI diagnostics and the aim is to be 'always inspection ready'. In terms of cover station audits, generally the standard was high but one of the stations was marked '2' and the station manager has been tasked with an action to remedy this. There were seven 'Failures to Respond' and they have stopped counting instances of where on-call crews have declined relief and standby mobilisations which they felt was counter-productive. The Report now includes 'Monitoring Officer Incident Reporting' and there has been a significant increase in the return rate. MB stated that Steve McGuirk referenced the bureaucratisation of incident command at the event on 19 August 2024 which they have considered. There have been nine debriefs following cross border incidents. The Service now has in place 'Operational Exercises' available on Sharepoint which includes both operational and non-operational events. MB reported that 'Over the Border Risk Information' is still live and up to date.

10.2 JG noted the reference MB made to the 'Failure to Respond' becoming counter intuitive and asked for an explanation. MB confirmed that people are responding but it depends on what is being asked, for example if a crew is made up of people working for local businesses or they have their own business and whilst they are happy to respond to emergency incidents this is difficult if they have been asked to standby at the other end of the county for three hours which is why they request for another pump to be sent.

10.3 JG queried the 85% control room debrief requests. MB confirmed this was indicative of the fact that control room staff are always on duty.

10.4 EB asked for clarity regarding the reference in section 3 that 25% of Monitoring Officers reported a benefit in their role. MB confirmed the wording needs to be reviewed and advised they are there to support the incident commanders and that 75% of the incidents attended there were no reported issues.

Action 55/24

MB to amend the wording in section 3 'Monitoring Officer Incident Reporting' clarifying the support being provided.

11. Quarterly Health & Safety Report

- 11.1 MB reported three serious accident investigation boards. MB advised they have seen a trend in injuries sustained during training exercises at the Lea Valley training facility which has been picked up at the Health, Safety and Welfare Board (chaired by MB) where there is an action to see how the number of accidents can be reduced. Staff are being reminded of good manual handling techniques. There has been an increase in the number of road traffic collisions regarding vehicle damage and there was a physical attack on a Firefighter following a road traffic collision.
- 12.2 EB referred to the 'Premises' section on page 6 of the Report, noting that the fire exit leading from the mess room has been unsafe for six weeks and asked for further detail to be provided. MB confirmed this was at Chelmsford Fire Station and it was a trip hazard where the carpet had lifted. The delay is due to getting external contractors in to complete the work. MB advised it was legally compliant with fire regulations and was satisfied with the mitigations in place for personnel.

12. Quarterly Working Well Together

- 12.1 CB reported legislative changes to paternity and more flexibility being introduced as to when individuals would like to take their two weeks and update to flexible working requests. The Report also highlights future legislative changes to the 'Worker Protection Act', a new duty for employers to take all reasonable steps to prevent sexual harassment.
- 12.2 JG referred to section 3 'Failure to Agree Update' and asked what we do on failing to agree. CB confirmed they have renewed the training with regards to the consultation and engagement framework. CB stated it was dependent on whether it was consultation or negotiation. If consultation then we can say we have taken on board the feedback and recognise the value of collective voice but cannot accommodate the feedback for the following reasons and share the rationale. Negotiation is different and we have an obligation to consider the use of third party assistance. CB advised there was a paper going to SLT on 'Working Together - Next Steps'. CB talked through the adjustments:
- Agree a 12 month future schedule to assess each policy being put forward for consultation or negotiation.
 - Introduced a process as to whether something is for light consultation such as legislative changes for paternity leave.
 - Refreshed the pathways as they are utilising the health and safety pathway more.

13. Quarterly Risk Review

- 13.1 MB stated there were 17 risks with no significant change. One red risk, eight amber and eight yellow . The red risk is in relation to the risk information system and they are confident the score will change.
- 13.2 PBI highlighted the need to consider both risk registers due to the new Fire and Rescue Plan and the Community Risk Management Plans . PBI has been in discussion with Rick Hylton and proposed having one risk register for the 'Authority' that can be presented to the Audit Committee. KE confirmed he had a risk management workshop with Essex Police on 30 August 2024 as there was an action at the Audit Committee to align the risk registers. JP expressed an interest in attending the workshop and it was agreed that KE would forward the meeting invitation.

Action 56/24

KE to send a meeting invitation to JP to the Risk Management Workshop on 30 August 2024.

DP left at 16:00 hours.

14. Quarterly Future Portfolio of Change Update

- 14.1 NC advised the Report provides an overview of the projects in the current portfolio and summarises the new projects initiated during the period such as the 'Control Systems Optimisation' project. The Tri-Service Officers are now 'business and usual' and funded by Essex Police and the Fire and Rescue Service. There is an upcoming Strategic Planning Day where they will be considering a few potential investment items that they will be prioritising. A Benefits Manager has been appointed.
- 14.2 JG noted the Tri-Service Officers were 'business as usual' and noted the reference in the report as to the unmeasured benefits relating to reductions in arson, anti-social behaviour, slips, trips, falls and repeat victimisation and asked where that sat with the 'Community Wellbeing Officers'. It was agreed NC would review outside the meeting. NC confirmed that the funding has been extended.

Action 57/24

NC to review how to develop the relationship between 'Tri-Service Officers' and 'Community Wellbeing Officers' and consider further investment.

15. Complaints and Compliments Process

- 15.1 KE gave a brief overview of the presentation, advising they would like to be in a position to see the metrics from the compliments and complaints from the public to understand what they are doing well, not so well and where improvements need to be made. A quarterly report will be presented to the Performance and Resources Board and SLT. The Report references best practice, they have carried out research how other external organisations within the public sector respond to and manage complaints. KE advised they did not report on the status of complaints, but there were a number of complaints which were not upheld, due to a lack of information or

being too defensive of their position. The report will feed into the Professional Standards piece of work and the professional standards role is being advertised.

16. Interim Update on Key Decisions & Contractual Agreements

16.1 SS asked attendees for their comments on the 'Projects' table:

PROJECT NAME	CATEGORY
Bay Doors, Servicing, Maintenance and Door or Motor Replacements	Property
Supply of end of life vehicles	Corp & Ops
BAU Laptop Refresh	ICT
Mobile Data Terminal (MDT)	ICT
Station end Equipment	ICT
E-Learning licensing	ICT
CCTV OCAT	ICT
Resource Optimisation Tool (DCT)	ICT
The provision of Insurance	Corp & Ops
The supply of 1 x ICU vehicle	Corp & Ops
The supply of Workwear	Corp & Ops
Workplace Improvement programme Southend FS Modernisation & Boiler/BMS (25% delivery FY24/25, 50% delivery FY25/26)	Property
Building Condition Surveys - All sites	Property
Contaminants Project - Commercial Washing Machine Rollout Programme (supply and install contractor)	Property
Control Systems Optimisation	ICT
Replacing 8x8 Telephony - post procurement decision	ICT
Replacing Tranman	ICT
Vehicle Telematics	Corp & Ops
Environmental road map	Property
Live fire	Property
Telematics	Corp & Ops

16.2 It was agreed the table should include the value of the contract, dates of the governance boards and PBI was content for any early drafts to be brought for discussion at her monthly meetings with Rick Hylton and NC ahead of the Strategic Board. JP said it would be helpful if the value of the previous contract could be included together with any extensions to contracts.

Action 58/24

SS to update the Project Table and recirculate ahead of the next Performance and Resources Board.

SS left at 14:44 hours.

18. On call Converted Stations Transitional Group Update

18.1 It was noted this item was not on the agenda but the papers had been circulated. MB asked if there were any questions. JG noted the decrease in driver availability for Dovercourt and expressed the need to find a solution. MB confirmed that two on-call Firefighters were on long term sick.

19. Review Terms of Reference

19.1 PBI referred attendees to the Terms of Reference advising the majority of changes reflect the updated terminology from Risk Management Plans to Community Risk Management Plans, service restructuring and current practice and to ensure consistent with the Terms of reference for the Essex Police Performance and Resources Board. No comments were raised and the changes were accepted. The

Terms of Reference will now go before the Strategic Board in September 2024 and thereafter the Police, Fire and Crime Panel in October 2024.

20. Any Other Business and Publishing

20.1 It was noted that a couple of papers required redactions. There being no further business the meeting closed at 16:20 hours.

Future meeting dates

- Tuesday 24 September 14:00-16:00
- Monday 28 October 14:00-16:00