

NON CONFIDENTIAL MINUTES
MINUTES OF SENIOR LEADERSHIP TEAM HELD ON 23 APRIL 2025

Present: Mark Matthews, Chief Fire Officer
Dave Norris, Deputy Chief Fire Officer
Hannah Youldon, Assistant Chief Fire Officer
Duncan Savage, Assistant Director of Resources/Treasurer
Doug Marshall, Assistant Director of People Services
Matt Lloyd, Assistant Director of Response and Risk Reduction
Justine Cadogan, Assistant Director of Digital, Technology & Change
George O'Reilly, T/Area Manager Protection
Sue Walsh, Executive Assistant
Paul Coppard, Observer

Apologies: Elizabeth Curtis, Communications & Marketing Manager

		Action
62/25	<p>Minutes of the Meeting held 18 March 2025</p> <p>The non-confidential minutes of the meeting held on 18 March 2025 were approved as an accurate record.</p>	
63/25	<p>Matters Arising</p> <p>None.</p>	
64/25	<p>Action Points from Matrix</p> <p><u>161/24 Strategic Review of Training</u> ADoRRR stated that the formal report was not yet ready and would now be brought back to SLT in May.</p> <p><u>27/25 Wholetime Trainee Firefighter Course Options Appraisal</u> This would be discussed in further detail under agenda item 11. Action complete.</p> <p><u>28/25 4i decommission</u> ADoDTC advised that a decision on this would be taken via the Data Management Steering Group on 7 May 2025. Should there be any concerns raised around CRMP, these would be escalated to SLT accordingly. Action complete.</p> <p><u>42/25 Productivity and Efficiency Plan 2025-26</u> ACFO confirmed that due to an extended MHCLG deadline, this would now be brought back to SLT in May, which would allow for further work to be done in preparation. This would also be subject to the successful roll out of Oracle during April.</p> <p><u>54/25 Strategic Protection Forum</u> SLT agreed to that this matter would be discussed further under Other Business Items. Action complete.</p>	<p>ADoRRR May 25</p> <p>ACFO May 25</p>
65/25	<p>Call Over</p> <p>All the main reports were called over for discussion at the meeting.</p>	
66/25	<p>Oracle Fusion Implementation – Phase 3 Payroll Integration Funding & Delivery Plan</p> <p>ADoR/T sought SLT approval for funding and resourcing of Phase 3 of the Oracle Fusion Implementation Programme, which focuses on delivering the</p>	

payroll function integrated with FireWatch via Flosuite, along with the roll out of Redwood and an agreement of a new collaborative agreement with ESCC.

The financial model for Phase 3 is based around two potential go-live scenarios. Scenario 1, which assumes Hypercare runs until September 2026, projects total programme costs at £1,148,630. Scenario 2, which extends Hypercare to December 2026, increases this forecast to £1,243,024. Against an approved budget of £923,000, these scenarios present funding gaps of £225,630 and £320,024, respectively.

The programme will require continued investment in project management capacity, SME support, and internal resourcing for communications, testing, and training to ensure successful delivery. The final timeline and funding requirement will depend on ESCC's confirmation of readiness and the jointly agreed delivery path. The Council has clarified that go-live will not proceed unless there is complete confidence in the robustness and reliability of the new payroll solution.

This phase will also involve significant change management, with the rollout of Redwood user interfaces to support procurement self-service and the digitisation of payroll-related tasks. These changes require controlled user training, stakeholder engagement, and governance oversight.

There is also a resourcing risk around the current Project Manager, whose contract ends in June 2025. As Phase 2 is due to be completed in July 2025, the Project Manager must remain in place to ensure continuity and a smooth transition into Phase 3. Full-time project management is essential for co-ordinating integration testing, cutover planning, and training delivery, leading change management activities, and ensuring consistent stakeholder engagement.

SLT held a lengthy discussion on this topic and considered the risks on the project. It was noted that Infographics were more engaged than they have been previously and confidence levels had increased. However, confirmation of linkage and further testing was required in order to maintain this increase in confidence.

SLT discussed the Scenario 2 option which extends Hypercare to December 2026 and the impacts and options of extending the project management together with the increased funding gap of £320,000. A project prioritisation item would be taken to the Strategic Change Board on 13 May 2025. ACFO shared her thoughts and comments and enquired whether Scenario 1 or 2 was most likely. In either funding instance, it was acknowledged that this resource was unlikely to relieve pressure on the Finance Team initially.

CFO summarised that SLT shared the concerns about the level of funding required and acknowledged that if this was being undertaken outside of ESCC, it would cost considerably more. The strain on the Financial Team and project management to date was also acknowledged and that identification as to the level of funding was needed. There were 3 options regarding project re-prioritisation and possible use of 2024/25 underspend.

SLT agreed to these revised recommendations:

1. Identify funding source for the additional budget requirement for Phase 3 delivery. This was approved by SLT in principle, for the overall funding up to £320,000 to support Scenario 2, subject to a contingency being agreed,

	<p>identification of the location of where the funding is to be sourced and confirmation that an internal resource is achievable, (project co-ordinator/internal resources).</p> <ol style="list-style-type: none"> 2. Endorse the recruitment of a <u>new Payroll SME</u> with fire service expertise. 3. Secure continuity funding for the <u>Project Manager</u> role to lead delivery through Phase 3 and manage organisational change. This would also include part-funding (backfill) for the <u>Payroll Admin post</u> (third post identified). 4. To re-fresh current collaboration agreement of the formal Oracle service delivery model with ESCC, including SLAs, escalation procedures, and governance. <p>Original report recommendations (4, 5 and 7) were removed as agreed by SLT.</p> <p>SLT also recognised that there may be an opportunity to reduce the project resources once there is more clarity on the overall project timeline.</p> <p>The Project Manager would review the risk in terms of FireWatch and ensure this included the future FW (cloud based) upgrade to version 7.8</p>	<p>ADoR/T May 25</p>
67/25	<p>Wholetime Trainee Firefighter Course Options Appraisal</p> <p>ADoRRR provided a verbal update, noting that ESFRS were reconciled to deliver this course within the existing establishment and there was no requirement to go to STC. The course content could start in May and be resourced and supported by managers on light duties, changing to crew training from January 2026. A formal report would be brought back to SLT in May ahead of the wholetime trainee course commencing in September 2025.</p> <p>ADoPS added that there were currently 11 substantive roles balanced between internal and external postings, which could potentially lead to 11 more vacancies, taking the total to 16, plus with 4 retirees, it could increase to 20. There would be 16 recruits on the course. This was based on a retirement profile of 55 yrs.</p> <p>SLT requested that there should be 2 further reports. The SLT report for May (this years' recruits course) would need clarity on allocated funding together with a sense of how it would be run. The report should also include details around how industrial action would impact delivery of the course and the financial and planning assumptions, for running a course for 16 wholetime recruits.</p> <p>A subsequent SLT report would pick up the wider scope along with a 5-year model. This would be brought back to SLT in September.</p>	<p>ADoPS May 25</p> <p>ADoPS Sep 25</p>
68/25	<p>Crewing Overview</p> <p>ADoRRR and GM IRMP provided a verbal update on the current position.</p> <p>Sickness levels had increased over March and April and created a strain on the establishment. It was noted that there was pending sickness and potential retirements at Crowborough and in addition, there was limited space at Crowborough for additional sleep accommodation.</p>	

	SLT discussed the funding for 2 sleeping pods at Crowborough and requested the full details be included within the Response Operating Model report, due to be brought to SLT at the next meeting in May. This would also be raised at the next FBU Consultation meeting on 19 May 2025.	ADoRRR May 25
69/25	Review of SLT Workshop Outcomes SLT held a general discussion during Other Business Items.	
70/25	SLT Forward Plan 2025 and FA/Members Seminar Forward Plan SLT noted the forward plans for 2025, which was a useful overview for the coming months. <u>Fire Authority</u> Annual Corporate Plan 25/26 in June. DCFO would pick up timings for this and Business Plans going forwards to both SLT and Fire Authority. <u>Panels (July)</u> Annual Report on JFC - now ADoRRR not ACFO Service Benchmarking report – ADoDTC would check who would now be the Lead Officer. <u>Panels (Sept)</u> Sustainability Action Plan would now go to Fire Authority in December. There was also a discussion around Services Strategy's, a number of which were currently still pending. <u>Members Seminars</u> <u>21 May</u> SLT agreed to defer the CRMP Update until the Seminar planned for 21 July, prior to it formally going to the Fire Authority in September. It was agreed that it was timely to include a Wildfire preparedness/Community Prevention item for May instead. <u>21 July (at STC)</u> SLT considered holding RTC/BA or car extraction demos. ADoRRR/COT Manager would co-ordinate this. <u>Manager Seminar</u> This would focus on enabling activities, following further engagement with CMM. SLT also considered wider crew, staff and Member attendance at Brighton Pride this year.	
71/25	Any Other Business <u>Protection Update</u> T/AMoP provided a verbal update, noting that CFO Dave Russel now taken over as NFCC Protection Lead. Following national meetings regarding Mayoral areas, it had been agreed that funding was also needed for non-Mayoral areas. A remediation action plan (for medium high-rise building) of £450,000 per year for 4 years was required. A response was currently awaited to see what this offer might be. Other funding incomes were available via a legal fund (not money generating) and a legal advisor had been set up as a separate/independent legal provider. With regards to BSR funding, there were now 2 funding streams; once directly from BSR, claimed back at an hourly rate. For 2 x dedicated resources and other specialists doing 20hrs	

	<p>each, this provides approx. 600 hours to claim back at £141 per hour.</p> <p><u>Wildfire Update</u> ADoRRR provided a verbal national, regional and local update. ESFRS are in the process of adopting the NFCC Level 1 Wildfire e-learn packages and there is a Wildfire session booked in for later in the month. A water carrier impact assessment would take place, once the new bowser goes on the run. The availability, training and cost implications of vehicle maintenance and impact on the capital programme were also outlined. Work with Prevention Teams was ongoing to look at the seasonal impacts of wildfires and flooding, it was acknowledged that a more consistent approach was needed. An Ops Room would be set up annually in April with the aim of improving preparedness.</p> <p><u>MP's Briefing</u> SLT held a short discussion on the agreed topics for this session, due to take place on 13 May 2025.</p> <p><u>ACFO appointment</u> On behalf of SLT, CFO congratulated ACFO following her successful interview on 11 April 2025 noting that a positive difference would continue in this permanent role.</p>	
72/25	<p>Date of Next Meeting</p> <p>The next meeting will be held on 21 May 2025</p>	