

**NON-CONFIDENTIAL MINUTES
MINUTES OF SENIOR LEADERSHIP TEAM HELD ON 17 NOVEMBER 2022**

Present: Dawn Whittaker, Chief Fire Officer
 Dave Norris, Deputy Chief Fire Officer
 Mark Matthews, Assistant Chief Fire Officer
 Duncan Savage, Assistant Director of Resources/Treasurer
 Hannah Scott-Youldon, Assistant Director of Operational Support & Resilience
 Liz Ridley, Assistant Director of Planning & Improvement
 Julie King, Assistant Director of People Services
 Matt Lloyd, Assistant Director of Safer Communities
 Elizabeth Curtis, Communications & Marketing Manager
 Sue Stanton, Executive Assistant
 Alyson Lumb, Executive Support Officer
 Dan Channon, Observer

Apologies: None

		Action
196/22	Minutes of the Meeting held 18 October 2022 The non-confidential minutes of the meeting held on 18 October 2022 were approved as an accurate record	
197/22	Matters Arising None.	
198/22	Action Points from Matrix <u>125/21 Sustainability Task & Finish Group - Proposal for External Support</u> ADoR/T stated that a workshop for Managers was taking place in January in order to share outcomes and begin planning ahead of this being brought to a future Member Seminar & Fire Authority in June or September 2023. Cllr West and Cllr Maples were broadly comfortable with the scope which aligned with NFCC Environmental Sustainability and Climate Change Working Group / Emergency Services Climate Change / Sustainability Charter and were content that ESFRS had signed the charter, however, were interested in the more practical measures. Following the workshop, consideration would then be given to sharing wider with all Members. <u>250/21 Strategic Workforce Plan (report)</u> SLT noted that this had been identified as an action some time again and would consider a change in approach and dedicated resourcing for workforce planning going forwards. ADoPS confirmed that the OD Business Partner would make contact with Dept Leads in order to refresh the detail, which would then be finalised in order to analyse the results then provide SLT with a proposal in January. <u>77/22 Staff Suggestion Scheme</u> ADoPS advised that this would be discussed in further detail under agenda item 13 (Employee Engagement) as the proposals were incorporated within this report. SLT considered the Reward and Recognition scheme and the 4 suggested options. Option 1 - knowledge-sharing initiative was agreed which could also potentially link into a review of the current Awards Scheme criteria. Action complete. <u>89/22 Financial Regulations Update</u> A further update to the financial regulations may be required post implementation of MBOS to respond to the	ADoR/T Feb 23 ADoPS Jan 23

	<p>requirements of adopting the new functionality within Oracle Fusion and new ways of working which should become clearer in due course by way of a gap analysis. ADoR/T advised that this would be taken to the Fire Authority on 9 February 2023. Action complete.</p> <p><u>93/22 Direct Entry Update</u> SLT discussed the 3-year programme and utilising the protection grant. A Working Group would be set up and be reviewed again in January. The need for communications on this was noted.</p> <p><u>121/22 SEORGG request.</u> Following a discussion at the POSAA's meeting on 13 October 2022, and recognising the current issues, this would be paused until April 2023, condensing this to a 12-month programme instead of 18-month one. It had been agreed to include £5,000 one-off funding in Star Chamber. SLT were committed to investing but would also check the Terms of Reference to be sure of the benefits. Action complete.</p> <p><u>111/22 Covid-19 (new action 198/22)</u> It was noted that this item had now been added to the presentations for the Members Seminar on 29 March 2023 as the outcomes still needed to be considered by SLT and the paper had not yet been costed. There would be a desktop review of working patterns, including options for Estates, and alternative ways to consolidate our footprint elsewhere across the sites. DCFO would meet with SM Andy Cornford and Estates, ITG and HR to start the process on how these recommendations could be built into development of this piece of work.</p> <p><u>132/22a Protection Uplift Grant spend plan (2-yr FTC green book post)</u> This would be discussed in further detail under agenda item 10. Action complete.</p> <p><u>132/22b Protection Uplift Grant spend plan (JF6 green book post)</u> This would be discussed in further detail under agenda item 10. Action complete.</p> <p><u>138/22a Portfolio Analysis (Star Chamber)</u> This would be discussed in further detail under agenda item 7. Action complete.</p> <p><u>151/22 Revenue and Capital Budget 2022/23 and Capital Programme 2022/23 to 2026/27 Monitoring at Month 4</u> ADoR/T would share a draft outline of the budget setting timeline for 2023/24 with SLT ahead of it going to the Fire Authority on 8 December 2022. This would be discussed in further detail under agenda item 4. Action complete.</p> <p><u>171/22 Command Support Units</u> ADoOSR was continuing to explore further technical options. ADoOSR will need to identify any associated costs to update the technology so that it is similar to that of the technology in the proposed new larger ICU. Costings and life extension options to be brought back to SLT in December once the ICU project has identified the technological solution.</p> <p><u>187/22 Strategic Service Planning and Medium-Term Financial Plan Update 2023/24 to 2027/28</u> A Group Leaders Briefing would take place on 22 November 2022 prior to the Fire Authority meeting on 8 December 2022. Action complete.</p>	<p>ADoPS Jan 23</p> <p>DCFO Feb 23</p> <p>ADoOSR Dec 22</p>
<p>199/22</p>	<p>Revenue and Capital Budget 2022/23 and Capital Programme 2022/23 to 2026/27 Monitoring at Month 7</p> <p>The Finance Manager provided SLT with an interim verbal update and noted there had not been much change since the last report presented to SLT.</p>	

	<p>An overspend of £253,000 was noted with a risk of a further £0.7m - £1.2m for inflationary pressures. The Green Book pay award had not been agreed and that would be included in the P8 forecast. Capital slippage of £3.159m made up 38% of the budget.</p> <p>The £86,000 pressure for Engineering included fuel costs. Work with Safer Communities was taking place, which would be included into Period 8 to revise the pressure relating to strength over funded establishment and overtime. ADoPS provided an update on the overspend of £300,000 in the Training budget. Work was ongoing to deliver a targeted underspend on external training and to identifying options for reducing the overtime spend at STC. A formal update would be included in P8 monitoring.</p> <p>SLT held a short discussion on the financial options whilst awaiting the autumn statement. ADoSC gave a Safer Communities update on the latest position with regards to staffing and all noted the encouraging and continuing conversations with budget managers and business partners.</p>	ADoPS Dec 22
200/22	Call Over All the main reports were called over for discussion at the meeting.	
201/22	Primary Authority Scheme Update GM Protection provided an update following a planned review of the primary authority scheme and provide recommendations from this review to enable SLT to determine the strategic direction required. The Primary Authority Manager (PAM) has reached capacity and cannot realistically deliver many more partnerships. The Service needs to make a strategic decision on whether we limit the number of partnerships we have to current levels or to grow our partnerships that is likely to positively viewed by Government and the HMICFRS. A single partnership resource also fails to provide any resilience and may place the Service at risk of failing to deliver its legally and contractual obligations, should this resource become unavailable for any reason. To fund this additional JF4 post, we would need to find each year, an additional £45,800 on top of the approximately £10k we are currently earning from our PAP work. This will equate to a total of 731 hours of partnership work or 37 partners if they all sign contracts for the minimum of 20 hours. The Government has provided the Service with additional annual grants that can be used to enhance protection delivery. This grant could be used to initially fund the additional resource needed to grow the number of partnerships we have for a period of no more than two years after which it is expected the scheme will be self-funding. A significant advantage of having two dedicated staff on this project is the additional resilience that this provides. SLT held a lengthy discussion around the various aspects include resourcing, financial impacts, future partnerships and timescales, which SLT agreed should be 9 months not 6 months. There would be an evaluation on the current PAP to ensure this includes how the service is driving down risk.	

	<p>SLT:</p> <ul style="list-style-type: none"> a) supported continued engagement with key businesses in the adoption of the Service as a Primary Authority partner for Fire Safety. b) due to Covid 19 impacting Primary Authority work in 2020 and the manager being absent from work, agree that any hours paid for by partners during 2021/22, will be rolled forward and provided during April 2022 to April 2023. This will result in an additional budget pressure this year of £26k to be met from reserves. <i>NB. following the meeting, this will in effect be a reduction in the Protection underspend / increase in Safer Communities overspend.</i> c) agreed that from April 2022, the cost recovery amount be changed from £78 per hour to £82 per hour in line with all partners operating under BAASP (Business Advice and Support Partnership) guidance. This enables the Service to plan the resources required to deliver the partnership and for business planning. d) recommended that the Service supports the use of the Government protection grant to fund an additional post at JF4 at a cost of £48,050 each year for a maximum of two years with the second-year dependent on a review in 9 months to SLT, demonstrating that sufficient businesses have signed up to justify the continuance of the additional post. Total of £97,050 from the grant spend plan (if the second year is approved). 	<p>ADoSC Sep 23</p>
202/22	<p>Remaining Protection Uplift Grant Spend Plan</p> <p>SLT considered the various recommendations contained within the Protection Uplift Grant Spend Plan brought to SLT in July. Of the many recommendations, SLT deferred 2 recommendations to enable further work to be done on the proposals. This paper now details the outcome of that further work and asks SLT to now approve the final recommendations.</p> <p>SLT acknowledged this report and approved the following specific recommendations:</p> <ul style="list-style-type: none"> a. SLT agreed to utilise £91,600 of the protection grant to support the recruitment of a 2-year FTC green book post to assist with Primary Authority Partnerships (subject to the PAP paper being agreed). This post will become self-funding or be withdrawn, subject to a review after 9 months as set out under minute ref 201/22. b. SLT agreed to utilise £63k of the grant each year to fund a SM 42 or JF6 green book post in protection. This post will remain for as long as the grant is provided and/or until the Service deems it to be no longer needed. 	
203/22	<p>Building Safety Act 2022</p> <p>GM Protection advised that the purpose of this report is to provide SLT with an overview of the Building Safety Act 2022 and how it will impact ESFRS.</p> <p>It is proposed that the ongoing work related to the Building Safety Act (BSA) will be met by creating a new regional BSR team that will link directly with the Regulator and will also link directly with each FRS and their enforcement and risk information teams.</p> <p>There is a risk that each Fire Service will work in isolation and will use the</p>	

	<p>funding provided to resource the predicted number of resources and hours needed. This will require each Service to manage this function separately and will result in a great deal of duplication of effort and wasted resources and funding.</p> <p>To resolve this the NFCC PPRU has been working initially with the Regulator to determine how many resources each Service will need to provide to enable the Regulator to carry out its legal obligations. The number identified is directly related to the number of high-rise residential buildings (HRRB) in each area. Therefore, it has been determined that we will have to provide the most resources from any Service in our area; 2 fully qualified fire safety inspecting officers and a fully qualified fire engineer.</p> <p>All of the posts are fully funded by Government and will be filled following a recruitment drive that is being led by the NFCC and their partner REED recruitment Agency.</p> <p>GM Protection outlined the reasonably urgent timescales, as the legislation is required to be delivered. At this time, ESFRS were still awaiting receipt of the funding letter and the contents of this would be key.</p> <p>In summary, SLT agreed to the recommendations in principle, but were still waiting a letter of assurance of funding from the Home Office, so would be required to seek and scrutinise this again further, in order to enable and ensure that it covers the cost of delivery and the wider organisations impacts.</p> <p>SLT:</p> <ol style="list-style-type: none"> 1. agreed to recruit, train and retain the staff allocated to ESFRS as detailed in Figure 1, for as long as the funding for these resources are provided by the Building Safety Regulator and/or the HO by way of dynamic grant allocations. 2. further agreed to 'option 2' detailed in section 4, including the recruitment of a station manager B 42 or FDS, to carry out the regional managerial BSR function. 3. agreed to allocate our administrative post to be a part of the national team employed by LFB. 4. agreed to the production of an MOU to detail the above and to present it to SLT for formal approval before the end of Jan 2023. 	
204/22	<p>Funding for Transitional Costs – Flood and Rescue Capability</p> <p>ACFO sought agreement from SLT for the use of the IRMP Transition budget to fund the cost of training Lewes and Battle Operational staff to the DEFRA Mod 3 – Water & Floor Rescue Technician Level.</p> <p>Transitional funding for the required training following the approval to stand down the service swift water capability was not allocated in the revenue budget. IRMP Strategic Board have approved that money earmarked for IRMP Transitional costs should be used and this needs to be agreed by the SLT.</p> <p>SLT approved the IRMP Transitional Costs budget being used to fund the training costs of £27,466.25.</p>	
205/22	<p>Employee Engagement Action Plan</p> <p>The 2022 Employee Engagement survey, points to significant room for</p>	

	<p>improvement across various drivers of discretionary effort for our workforce, while other evidence, including the Lead by Example training evaluation, suggests similar ways to improve employee engagement.</p> <p>Following analysis, research and high-level action planning, the recommendations in this report represent the options for a new framework of activity, to make a real difference to employee engagement at ESFRS.</p> <p>SLT held a varied discussion covering roadmap labels; rolling reviews and rewards and recognition. The OD Business Partner outlined the 17 actions within the employee engagement action plan including accessibility and communication, creating a sense of belonging, spotlights on strategies and meeting management. There was a general discussion around methods of communication to staff across the service.</p> <p>SLT also considered the Reward and Recognition scheme and the 4 suggested options. Option 1 - knowledge-sharing initiative was agreed which could also potentially link into a review of the current Awards Scheme criteria. (and linked to SLT action 77/22)</p> <p>SLT:</p> <ol style="list-style-type: none"> i. in principle, actively lead and supported the Employee Engagement improvement commitments outlined in this paper; notwithstanding some outstanding concerns ii. actively lead and supported each of the 17 points in the outlined plan; subject to flexibility on the timing iii. supported the corresponding use of existing budget, iv. requested further work to assess how teams will be supported to deliver the proposed activities 	ADoPS Jan 23
206/22	<p>Resources within the Payroll and Pensions Team</p> <p>ADoPS sought approval for a temporary additional staff member within the Payroll & Pensions Team, to provide support during a period of increased workload due to other business critical work demands.</p> <p>Over the course of recent months, the demand to support the MBOS project has increased, which at the current time requires approximately 40% of the Payroll, Pensions & HR Assurance Manager's time. It is also anticipated that with the introduction of user acceptance tests it will require even more time to be dedicated to the project. There is also ongoing pressure due to the impact of both the FPS Pension Remedy process and also the second options exercise for part time workers</p> <p>This report seeks approval to appoint an additional resource for six months, funded jointly from the MBOS Project budget and the Pensions Administration Reserve.</p> <p>SLT felt this was sensible risk management due to the potential number of staff who could retire and therefore:</p> <ol style="list-style-type: none"> 1. Noted the report, specifically relating to the current work demands for the Payroll, Pensions & HR Assurance Manager. 2. Approved the request for additional funding within the Payroll and Pensions team for six months. 3. Approved the funding of this additional role from the MBOS Project 	

	budget (£18,000) and Pensions Administration Reserve (£18,000).	
207/22	<p>Communications Campaign Plan 2023</p> <p>For the past few years, the Communications and Marketing team has supported a range of Prevention and Protection Campaigns based on a calendar and the report set out an updated approach for 2023.</p> <p>SLT agreed:</p> <ol style="list-style-type: none"> 1) that NFCC/Fire Kills and partner campaigns will be supported social media only UNLESS there is local activity on the ground which will prompt additional publicity such as press releases and media interviews. 2) the targeted prevention campaigns, specifically Save Safely, Be Your Own Hero, Fatal 4, Be Bright Be seen, Tales of the Road, Water Savvy, Water Safe and wildfire/outdoor. 3) that the focus of protection campaigns will be the legislative changes. 	
208/22	<p>Design Guide Rye Female Changing and Shower Facilities</p> <p>This report notes the demand for dedicated female changing and locker facilities for the female establishment at Rye and, further to the options appraisal below, makes the recommendation that works are undertaken to provide the necessary facilities in advance of the main Design Guide works rather than provide temporary facilities.</p> <p>Currently Design Guide works are scheduled to take place at Rye in 2025/26 within a gross budget allocation of £532,000. The designs produced for Rye to meet the Design Guide would allow the female facility works to be carried out in an initial phase without additional or redundant works such that the provision for the female establishment can be met by the end of this financial year/early next financial year.</p> <p>Works will be funded within the existing budget allocation the Design Guide General Schemes and drawn down in advance of the spend profile shown within the current MTFP.</p> <p>Due to slippage of other Design Guide schemes this financial year, this proposed adjustment can be accommodated without impact on the agreed annual spend.</p> <p>This report notes that whilst other On-Call Stations have female establishment the current provision of dedicated welfare facilities for them are sufficient and fit for purpose.</p> <p>SLT agreed:</p> <ol style="list-style-type: none"> 1. That a budget of £55,000 is drawn from the agreed budget of £532,000 to fund the proposed works at Rye and in addition the provision of temporary facilities whilst the works were delivered. 2. That works are undertaken by our existing term contractors and framework consultants. 3. The intent to commence works upon approval of this paper with a view to completing in early April 2023. 	

	<p>4. That having considered Financial Regulation 7.2.6, prior approval of the Fire Authority was not required for this change to the agreed capital programme as it did not require any additional funding and was not a material change to the scheme.</p> <p>5. That ADoSC and geographical GMs would work with Estates to identify whether additional provision of female welfare facilities was required at other stations in advance of planned Design Guide works.</p>	ADoSC/ ADoRT Feb 23
209/22	<p>Grenfell Protection Brief</p> <p>GM Protection noted that the purpose of this report is to update SLT on the actions we have taken and are still to take in response to the various national changes that have stemmed from the Grenfell Tower Incident and resultant inquiries and reviews.</p> <p>Each new piece of legislation will result in new guidance that our staff will need to be conversant with and this therefore result in a significant training burden for the department on top of the existing training burden needed to ensure all our staff comply with the competence framework for Fire Safety and separately for Fire Investigation.</p> <p>CMM provided an update and stated that there was access via the web portal on our website for any enquiries, which had also been shared with NFCC. Formalised engagement sessions would take place and there would also be comms around the CRM post. It was noted that the end of FBU ballot took place at the same time as the start of these regulations. SLT confirmed the need for a direct engagement on protection with the public, which would be taken to the Fire Authority at the Panel meetings on 19 January 2023 and Members Seminar on 23 November 2022.</p> <p>SLT acknowledged this report and its contents</p>	
210/22	<p>Manchester Arena Inquiry Part 2 findings</p> <p>SLT discussed the wider impacts of this report and ADoOSR outlined the key observations, impacts and suggested approach by ESFRS.</p> <p>ESFRS was not a reporting organisation, but there were 11 specific FRS related recommendations which included JFC and 2 National recommendations. ESFRS should review its guidance and policies on how it receives and passes on information during a Major Incident and reflect on its approach to record making during and immediately following a Major Incident. There was a short discussion over Hot Debriefs, Operation Learning – Exercises and Equipment and next steps.</p> <p>Comms from Ops P&P was all in hand and gaining relevant learning for non-operational Assistant Directors, including JESIP app, aide memoire and other LRF options were also considered.</p>	
211/22	<p>SLT Forward Plan 2022 and FA/Members Seminar Forward Plan</p> <p>SLT noted the forward plans for 2022, which was a useful overview for the coming months.</p> <p>HMICFRS report would now be published January 2023, together with the State of Nation report.</p>	

	<p>It was agreed that the Appendix for the Budget Proposals report for the Fire Authority meeting on 8 December 2022 would be confidential. ADoP&I reminded SLT that the deadline for reports was 25 November 2022.</p>	
212/22	<p>Any Other Business</p> <p><u>Qatar World Cup</u> CMM requested the agreed final wording on these comms which DCFO would supply.</p> <p><u>Home Office visit</u> DCFO provided an update following a recent meeting at the Home Office with Dan Minchin on 16 November 2022, which included the Fire Minister, FRS research due to be published in coming weeks and other issues.</p> <p><u>NFCC Prevention & Protection Conference</u> CFO provided a brief overview of the key themes following her attendance on 10-11 November 2022. The presentations would be shared/available to NFCC Members. Details were also shared around a number of initiatives including Staywise.</p> <p><u>FBU Ballot</u> The ballot will open on 5 December and close on 23 January 2023. The first day of industrial action could be 14 February 2023.</p> <p><u>HMICFRS</u> CFO and the Planning & Intelligence Manager had worked through the latest draft in advance of the deadline for response on 18 November 2022.</p>	<p>DCFO Dec 22</p>
213/22	<p>Date of Next Meeting</p> <p>The next meeting will be held on 14 December 2022</p>	