

**NON CONFIDENTIAL MINUTES
MINUTES OF SENIOR LEADERSHIP TEAM HELD ON 22 NOVEMBER 2023**

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
 Louie Welfare, Observer

Apologies: None

		Action
209/23	<p>Minutes of the Meeting held 18 October 2023</p> <p>The non-confidential minutes of the meeting held on 18 October 2023 were approved as an accurate record.</p>	
210/23	<p>Matters Arising</p> <p><u>191/23 Say So</u> It was noted that a meeting was still to be arranged, prior to any launch date being agreed. This would be progressed to ensure the launch took place before the end of the year.</p>	
211/23	<p>Action Points from Matrix</p> <p><u>10/23 Strategic Workforce Plan</u> The OD Business Partner was in the process of holding drop-ins in order to provide analysis which would be fed into the Workforce Plan and also link to Tranche 3. To date, these had been well attended and good feedback had been received. Due to their critical roles, Safer Communities would be engaged with separately. Once complete, gaps would be identified and the plan refreshed accordingly, noting that the overarching principles remained the same. DCFO would also capture and evidence this through the EDI meetings. It was noted that the revised training plan needed to be in place by 2025. A further update would be brought back to SLT in December.</p> <p><u>109/23 Fireground Radio Channels</u> The matter of servicing and maintenance had been considered and would flow into Star Chamber with regards to funding bids. The future proposals report had already been taken to SLT in October. Action complete.</p> <p><u>134/23 Estates Capital Programme</u> ADoPS stated that live fire training and the multi-purpose training hub would form part of work of the Training & Delivery Group and provided re-assurance that there were no outstanding issues or impacts. Action complete.</p> <p><u>148/23 Recruitment of People who have a Criminal Record</u> The finalised plan would be discussed further under agenda item 12. Action complete.</p> <p><u>151/23a Emergency Responders Training Course (formal training model)</u> The</p>	<p>ADoPS Dec 23</p>

	<p>would be discussed further under agenda item 11. Action complete and combined with action 170/23.</p> <p><u>170/23 Emergency Response Driving</u> The would be discussed further under agenda item 11. Action complete and combined with action 151/23a.</p>	
212/23	<p>Revenue and Capital Budget 2023/24 and Capital Programme 2023/24 to 2026/27 Monitoring at Month 7</p> <p>ADoR/T and the Finance Manager provided a verbal update on the latest position.</p> <p>The overall revenue budget underspend was now £69,000 (P7).</p> <p>The latest forecast saw a reduction by £62,000 due to the green book staff pay award, these costs would be included in the next report for review. There had also been a reduction of £60,000 for JFC due to a duplication and small adjustment by Surrey FRS. There had been an overall reduction of £20,000 in Safer Communities.</p> <p>There was an update on the overtime and establishment FTC figures; noting that the service would be 12 people over establishment for next months, reducing to 10 going into the New Year.</p> <p>The total cost of the Royal Albion Hotel incident was not yet known, but would form part of these figures going forwards. SLT also held discussions around the base budget, crewing pool, long term sick, FTC and agreed a summary position. ADoR/T suggested adding in a detailed Appendix to the next budget monitoring report (P8) to summarise the breakdown forecast spend between wholetime and overtime pay, in order to track this month by month.</p> <p>There would be a fuller update on the Capital programme next month. ADoOSR also requested an update on hydrants which the Finance Manager would follow up on via email outside of the meeting.</p>	
213/23	<p>Call Over</p> <p>The following reports were not called over, and therefore all recommendations contained within them were agreed:-</p> <ul style="list-style-type: none"> - Communications Campaign Plan 2024 - Provision of Monitoring Officer, Deputy Monitoring Officer and Legal Services 	
214/23	<p>Preston Circus Decant Proposals</p> <p>The Interim Head of Estates formally requested SLT approval to enter into a Lease with the South East Reserve Forces' & Cadets' Association (SERFCA) and their Head Landlord the Defence Infrastructure Organisation (DIO) at Quebec Barracks, Dyke Road, Brighton to provide temporary accommodation for Station 91 to enable the works at Preston Circus to be undertaken within an unoccupied building.</p> <p>It was noted that there would be a time and cost benefit if Station 91 could be fully vacated so the contractor could have sole use of the site; this would provide a more efficient working programme and so reduce programme and preliminary costs plus reduce risk to the operation and response of the</p>	

Service.

To achieve this a Decant Task and Finish Group was set up in July 2023 which looked at number of different options. The Quebec Barracks, Dyke Road Brighton meets all of the criteria and within the programme and budget envelopes and is therefore the option recommended to SLT.

Site visits and early communications with SERFCA commenced in September 2023 but recent responses indicate it may take some time to formalise a lease due to their head landlord requirements. If an agreement cannot be reached in time to allow the contractor to start on site in January 2024, the contractor may have recourse revise their pricing leading to an increase in project costs and consequently the need to review the affordability / viability of the project and / or to request additional funding from the Authority.

ADoSC confirmed that this had also been taken to the recent FBU Consultation meeting where no objections were raised. SLT also considered the crews, appropriate comms and messaging at both Preston Circus and Quebec Barracks. There would also be a presentation into City Management Board which GM West Group would pick up.

SLT noted:

- (i) the options considered by the Task and Finish Group
- (ii) that the cost of taking out a lease at Dyke Road Barracks, providing the temporary accommodation and decanting and relocating is envisaged to be £230k,
- (iii) that this will result in a programme saving of 18 weeks equating to a saving of £335k for the main works at Preston Circus
- (iv) that there remains a risk on the timings of the decant due to head landlord issues and if this extends beyond mid December 2023 the ensuing delay to achieving decant and so start on site at Preston Circus may mean a cost uplift to main works
- (v) that this is intended to be mitigated by entering into contract with Morgan Sindall in December 2023 with a Start Date and Access Date agreed for mid-January 24 and end of February 24 respectively, plus a mechanism agreed through a Z clause to manage any further slippage so that costs certainty can be achieved.
- (vi) that by decanting to Dyke Road there is the risk of increased call outs for Roedean FS but this is likely to be offset by reduced call outs for Hove FS due to the altered dynamics of the city crewing model due to this temporary re-location

and approved:

- (i) the recommended option to decant all appliances and crews to Dyke Road Barracks for the duration of the refurbishment works
- (ii) the signing of a lease with the DIO for a fixed term of 9 months commencing mid-December 2023 for £15k with an option to further extend for 6 months on a rolling monthly basis
- (iii) the fallback position of delivering the project with the station remaining in situ.
- (iv) in principle, the raising of a PO for the required portacabins at a cost of £35,000 with the risk that this becomes a sunk cost if we need to revert to the fallback position, subject to sign off and post meeting with a Senior Officer.

	Due to subsequent changes, the Interim Head of Estates would send through a revised version of this report for publishing and record.	
215/23	<p>Service Planning and MTFP Update</p> <p>The Finance Manager provided a verbal update on the latest position with regards to budget changes, potential savings options, Star Chambers, budget pressures and flexibilities.</p> <p>SLT considered the summary position and budget gap following the use of flexibilities of £869,000. This assumes Future Foundations / vacancy management savings of £415k.</p> <p>SLT discussed the next steps and reporting to Members on closing the gap and topping up general balances. ADoR/T would draft a report for the Fire Authority meeting on 7 December 2023. Assistant Directors would meet and discuss this further at the SLT Planning Day on 28 November 2023 with the aim of presenting pre-settlement balanced budget proposals at SLT in December.</p>	
216/23	<p>Emergency Responders Training Course</p> <p>ADoPS stated that this report provided a further update following the SLT report in August 2023 which outlined the impact of Section 19 of Road Traffic Act. The driver training team have now completed a full review to consider:</p> <ul style="list-style-type: none"> • A summary of the future delivery profile for Driver Training. • A review of the remuneration package to reflect the additional hours required to meet the Department for Transport (DFT) prescribed course. • Propose a training model that includes the financial analysis for a new model for the future. <p>This report also considers the IRMP workstream 10, the reallocation of four frontline appliances.</p> <p>ADoR/T requested clarity on the future required delivery model of 3.5 FTE. ADoPS stated that the table is based on 4 FTE and based on a worst-case scenario, a review ahead of any retirement would also be carried out.</p> <p>SLT approved the:</p> <ol style="list-style-type: none"> a) revised driver training model to include an increase in substantive staff in the establishment. b) suggested remuneration package for the driver training team. c) increase in the base budget to implement the changes required d) re-allocation of a fire appliance from Crowbrough to STC, subject to finding a temporary location in the interim 	
217/23	<p>Recruitment of People who have a Criminal Record</p> <p>SLT considered the legislative changes and immediate requirements of compliance for ESFRS. The HR & OD Manager stated that this paper informs SLT of opportunities for improving and updating the Service's policies regarding the Recruitment of People with a Criminal Record Manual Note and the DBS & NPPV Manual Note.</p>	

	<p>A financial analysis has been undertaken and the additional financial pressure was submitted through the Star Chamber Process.</p> <p>SLT approved each recommendation as follows:</p> <ol style="list-style-type: none"> 1. Recruitment of People who have a Criminal Record <ol style="list-style-type: none"> a) A previous policy called Recruitment of Ex Offenders was in operation and the HR & OD Team are not only changing the title but taking the opportunity to refresh the policy. This means it now includes an EQIA & DBS Risk Assessments which will require the usual consultation process prior to going live. 2. DBS & Non-Police Personnel Vetting (NPPV) <ol style="list-style-type: none"> a) It is proposed to change this refreshed policy's name to reflect that ESFRS undertakes NPPV clearances and DBS Checks, where required, (predominantly for personnel, based at Shared HQ, Church Lane Lewes). b) In accordance with NFCC guidance, all DBS checks will now be conducted at either the Standard or Enhanced levels (no basic checks will be conducted from the point of approval). c) That all staff will be subject to having their DBS check refreshed every 3yrs. 3. That EQIA and Risk assessments will be conducted for all incumbent staff that have an adverse check returned with an included process for next steps. <p>SLT held a discussion on the return of any adverse checks, which would be considered further by ADoPS/HR&OD Manager. CFO felt it would also be useful to have clarity on the governance around the DSB guidance, which the HR&OD Manager would circulate via email following the meeting.</p>	
218/23	<p>Communications Campaign Plan 2024</p> <p>CMM sought SLT agreement on the planned approach to Prevention and Protection Communication Campaigns 2024.</p> <p>The Communications and Marketing Team supports a range of prevention and protection campaigns based on a calendar. A new approach was taken for 2023. This paper presents evaluation reports from key activities and sets out plans for 2024.</p> <p>This will be in place while the 2024-27 Communications, Engagement and Consultation Strategy is developed.</p> <p>SLT agreed:</p> <ol style="list-style-type: none"> 1) the 2024 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, Student/young engagement, Fatal 4, Biker Down, Water Safety, wildfire, extreme weather and Choose Local. 3) that the focus of protection campaigns will be the legislative changes with additional support provided to develop an engagement plan focused on social media. 	

219/23	<p>Provision of Monitoring Officer, Deputy Monitoring Officer and Legal Services</p> <p>The current legal services collaboration agreement between East Sussex Fire Authority and Brighton & Hove City Council (B&HCC) expires on 31 March 2024. The Authority has already exercised the two-year extension provided for within the existing collaboration agreement which commenced 1 April 2019.</p> <p>As the Fire Authority is responsible for the appointment of the Monitoring & Deputy Monitoring Officer this paper outlines the current position and recommends a course of action which suits business need and secures best value.</p> <p>SLT agreed to propose to the Fire Authority that it:</p> <ul style="list-style-type: none"> a) agrees that the Monitoring Officer of Brighton & Hove City Council continues to be the appointed Monitoring Officer for the Authority; b) agrees that the provision of Legal Services, Monitoring Officer appointment and deputising arrangements are to be provided by B&HCC for a three-year period with an option to extend for two further years; c) delegates authority to the ADoR/T to agree the detail of the new agreement with BHCC; and d) notes that, in accordance with the Authority's Procurement Standing Orders (PSOs) 4.1, the Treasurer, after consultation with the Monitoring Officer, Procurement Manager and Chairman, has approved a waiver of PSO 2.7. 	
220/23	<p>Employee Engagement Road Map</p> <p>ADoPS provided a verbal update on the latest position. The Team Briefing meetings were being evaluated in the short term and shared with Assistant Directors for their managers.</p> <p>The Comms Team and OD were holding editorial meetings with a spotlight on new starters and continued engagement would take place going forwards.</p>	
221/23	<p>SLT Forward Plan 2022 and FA/Members Seminar Forward Plan</p> <p>SLT noted the forward plans for 2023, which was a useful overview for the coming months.</p> <p>It was confirmed that the Sustainability Action Plan would not go to Decembers Fire Authority meeting, but be taken to a later meeting in June 2024.</p> <p>IRMP Implementation Update and Primary Authority Partnership Enhancement reports would now come to SLT in March and then onto Panels in May 2024 (not January).</p> <p>Members had provided positive feedback following yesterdays' Members Seminar which had given an opportunity for a more in depth look at topics.</p> <p>Going forwards, it was noted that there was currently only 1 item for January's Members Seminar, which was Budget Proposals. The Comms Strategy and Artificial Intelligence would be added for discussion in March 2024. SLT</p>	

	considered a Direct Entry update for May's Seminar involving ADoOSR/ADoPS and our successful DE applicant.	
222/23	<p>Any Other Business</p> <p><u>Culture update</u> ADoPS commented on the recent article on female firefighters in the Scottish FRS and the recently published HMICFRS Inspection report for Avon FRS.</p> <p><u>State of Fire report</u> DCFO was leading on the collation of responses from ESFRS, and reminded Assistant Directors to provide their comments ahead of the 1 December 2023 deadline. Our draft response would be shared with the Chairman and Vice-Chair for their awareness.</p> <p><u>RIGHT Care, RIGHT Person</u> CFO shared details of this for awareness following the recent NFCC CFO's call on 21 November 2023. Humberside FRS had gone first followed by go live with the Met on 1 November 2023 (with all 4 phases). The impacts would need to be considered by ESFRS due to likely concerns raised by FBU Members.</p> <p><u>MTA/JOPs3</u> SLT discussed the recently issued FBU Circular. CFO stated that the service's approach is to ensure safe systems of work for our firefighters through awareness and in case they are called out to an incident which has the potential to become an MTA. SLT would consider messaging, L2 supervisory command and bring back options at a later date. The CFO letter was still awaited at this time.</p> <p><u>HMICFRS Misconduct Thematic Review</u> This had now been undertaken with 10 FRS's and there were a number of themes starting to emerge including confidentiality, communication of outcomes and vexatious complaints.</p> <p><u>Managers Seminars</u> CMM made enquires over the attendance of SM equivalents in addition to/as well as SM's at future Seminars.</p>	
223/23	<p>Date of Next Meeting</p> <p>The next meeting will be held on 13 December 2023</p>	