

# Fire Authority

## 2 September 2021



### Membership:

Councillors: Galley (Chairman), Lambert (Vice-Chair), Azad, Dowling, Evans, Geary, Hamilton, Maples, Marlow-Eastwood, Osborne, Peltzer Dunn, Powell, Redstone, Scott, Taylor, Theobald, Tutt and West
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**You are requested to attend this meeting to be held in the Council Chamber, County Hall, East Sussex County Council, St Anne's Crescent, Lewes at 10.30 am**

**IMPORTANT INFORMATION:** *Due to ongoing Covid-19 restrictions at ESCC County Hall attendees will be greeted at reception before registering their arrival and being issued with facemasks and hand-gel. Attendees will be required to maintain social distancing at all times during the meeting and whilst inside County Hall.*

### Quorum: 6

<b>Contact:</b>	Abigail Blanshard democraticservices@esfrs.org
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## Agenda

### 112. Declarations of Interest

In relation to matters on the agenda, seek declarations of interest from Members, in accordance with the provisions of the Fire Authority's Code of Conduct for Members.

### 113. Apologies for Absence

### 114. Notification of items which the Chairman considers urgent and proposes to take at the end of the agenda/Chairman's business items

Any Members wishing to raise urgent items are asked, wherever possible to notify the Chairman before the start of the meeting. In so doing they must state the special circumstances which they consider justify the matter being considered urgently

### 115. To consider any public questions

### 116. To receive any petitions

<b>117. Non-confidential Minutes of the Previous Meeting</b>	<b>5 - 10</b>
To approve the Non-confidential Minutes of the last meeting held on 15 June 2021	
<b>118. Callover</b>	
The Chairman will call the item numbers of the remaining items on the open agenda. Each item which is called by any Member shall be reserved for debate. The Chairman will then ask the Fire Authority to adopt without debate the recommendations and resolutions contained in the relevant reports for these items which have not been called.	
<b>119. Revenue &amp; Capital Budget 2021/22 and Capital Programme 2021/22 - 2025/26 Monitoring</b>	<b>11 - 30</b>
Report of the Assistant Director Resources/Treasurer	
<b>120. 2022/23 to 2026/27 Strategic Service Planning and Medium Term Financial Plan</b>	<b>31 - 74</b>
Report of the Assistant Director Resources/Treasurer	
<b>121. Treasury Management - Stewardship for 2020/21</b>	<b>75 - 90</b>
Report of the Assistant Director Resources/Treasurer	
<b>122. 2020/21 Annual Performance Outcome Report</b>	<b>91 - 126</b>
Report of the Assistant Director Planning & Improvement	
<b>123. Communications, Engagement &amp; Consultation Strategy 2021-2024</b>	<b>127 - 176</b>
Report of the Assistant Director Planning & Improvement	
<b>124. Response &amp; Resilience Strategy 2021-2025</b>	<b>177 - 214</b>
Report of the Assistant Chief Fire Officer	
<b>125. Prevention &amp; Protection Strategy 2021-2026</b>	<b>215 - 264</b>
Report of the Assistant Chief Fire Officer	
<b>126. Fleet &amp; Equipment Management Strategy</b>	<b>265 - 322</b>
Report of the Assistant Chief Fire Officer	
<b>127. Responsible Procurement Policy</b>	<b>323 - 364</b>
Report of the Assistant Director Resources/Treasurer	

- 128. Local Council Tax Reduction Schemes Consultation on proposed changes for 2022/23** **365 - 370**  
Report of the Assistant Director Resources/Treasurer
- 129. Review of the Constitution of the Fire Authority** **371 - 500**  
Report of the Monitoring Officer
- 130. Exclusion of the Press & Public**  
To consider whether, in view of the business to be transacted or the nature of the proceedings, the press and public should be excluded from the remainder of the meeting on the grounds that, if the public and press were present, there would be disclosure to them of exempt information.
- Note:** Any item appearing in the confidential part of the Agenda will state the category under which the information disclosed in the report is confidential and therefore not available to the public.
- 131. Project 21 - Section 16 Agreement** **501 - 506**  
Report of the Deputy Chief Fire Officer

**ABRAHAM GHEBRE-GHIORGHIS**  
**Monitoring Officer**  
**East Sussex Fire Authority**  
**c/o Brighton & Hove City Council**

Date of Publication: 25 August 2021

## **Information for the public**

East Sussex Fire and Rescue Service actively welcomes members of the public and the press to attend public sessions of its Fire Authority and Panel meetings.

If you have any particular requirements, for example if you require wheelchair access or an induction loop, please contact [democraticservices@esfrs.org](mailto:democraticservices@esfrs.org) for assistance.

Agendas and minutes of meetings are available on the East Sussex Fire & Service website: [www.esfrs.org](http://www.esfrs.org).

## FIRE AUTHORITY

**Minutes of the meeting of the FIRE AUTHORITY held at Council Chamber, County Hall, East Sussex County Council, St Anne's Crescent, Lewes at 10.30 am on Tuesday, 15 June 2021.**

Present: Councillors Galley (Chairman), Lambert (Vice-Chair), Azad, Dowling, Evans, Geary, Hamilton, Maples, Marlow-Eastwood, Osborne, Peltzer Dunn, Powell, Redstone, Taylor, Theobald and Tutt

Also present: D Whittaker (Chief Fire Officer/Chief Executive), M O'Brien (Deputy Chief Fire Officer), M Matthews (Assistant Chief Fire Officer), A Ghebre-Ghiorghis (Monitoring Officer), D Savage (Assistant Director Resources/Treasurer), L Woodley (Deputy Monitoring Officer), L Ridley (Assistant Director Planning & Improvement), E Simpkin (Democratic Services Officer) and A Blanshard (Senior Democratic Services Officer)

### **39        Declarations of Interest**

There were none

### **40        Election of Chairperson**

The Fire Authority considered the report of the Monitoring Officer inviting the Fire Authority to elect a Chairperson and to request, once elected that they advise on their preferred title. (*Copy in Minute Book*)

The Combination Order for the creation of the East Sussex Fire Authority set down the procedures for the election of the Chairperson of the Authority.

The Standing Orders of the Fire Authority required a Chairperson to be elected from its Members as the first item of business at the annual meeting.

**RESOLVED** – That the Fire Authority:

- i.    appointed Councillor Roy Galley as Chairperson of the Authority; and
- ii.   the Chairperson advised that his preferred title was that of 'Chairman'

### **41        Election of Vice-Chairperson**

The Fire Authority considered the report of the Monitoring Officer inviting them to elect a Vice-Chairperson for the forthcoming year and, once elected to ask the Vice-Chairperson to advise of their preferred title. (*Copy in Minute Book*)

**RESOLVED** – That the Fire Authority:

- i.    appointed Councillor Carolyn Lambert as Vice-Chairperson of the Authority; and

## **Unconfirmed minutes – to be confirmed at the next meeting of the Fire Authority**

- ii. the Vice-Chairperson advised that her preferred title was that of 'Vice-Chair'

### **42 Apologies for Absence**

Apologies were received from Councillors Scott and West

### **43 Notification of items which the Chairperson considers urgent and proposes to take at the end of the agenda/Chairperson's business items**

The Chairman of the Fire Authority introduced all Members and Officers in attendance.

Following the East Sussex County Council elections the Chairman welcomed the newly appointed Members of the Fire Authority, namely Cllr Abul Azad, Cllr Nuala Geary, Cllr Wendy Maples, Cllr Sorrell Marlow-Eastwood and Cllr Paul Redstone.

The Chairman also welcomed back Cllr Chris Dowling, Cllr Carolyn Lambert, Cllr Sarah Osborne, Cllr Phil Scott, Cllr Barry Taylor and Cllr David Tutt who have been reappointed by East Sussex County Council.

The Chairman asked that the Fire Authority record its thanks to Cllr John Barnes, Cllr Ruth O'Keeffe, Cllr Peter Pragnell, Cllr Jim Sheppard and Cllr Andy Smith. The Fire Authority thanked them all for their dedicated service during their time as Members. The Authority was grateful for their contributions to the Fire Authority's work and wished them well in the future, all these Councillors will be written to individually to thank them.

### **44 To consider any public questions**

There were none

### **45 To receive any petitions**

There were none

### **46 Non-confidential Minutes of the Previous Meeting**

**RESOLVED** – That the minutes of the meeting held on 11 February 2021 be approved and signed by the Chairman (*Copy in Minute Book*)

### **47 Callover**

Members reserved the following items for debate:

- 48 Political Representation on the Panels of the Fire Authority
- 49 Fire Authority and Panel Meetings 2021-2023

## **Unconfirmed minutes – to be confirmed at the next meeting of the Fire Authority**

### **48 Political Representation on the Panels of the Fire Authority**

The Fire Authority received the report of the Monitoring Officer (MO) seeking to secure political balance on Panels in accordance with the Local Government (Committees and Political Groups) Regulations 1990 and agree the resultant membership to the Panels of the Fire Authority. (*Copy in Minute Book*)

The Fire Authority was required to keep under review the allocations of seats on Committees and other bodies to ensure, so far as practicable, that they reflected the political groups on the Authority. The rules governing this representation were outlined in the report.

There are four political groups on the Fire Authority: Conservative, Green, Labour and Liberal Democrat. Following the East Sussex County Council Elections on 6 May 2021, the Green, Labour and Liberal Democrat parties now had equal representation on the Fire Authority.

The Panels are the Authority's committees set up in accordance with Standing Order 41 and their terms of reference are shown in the Constitution. The size of each Panel is not constituted and could be agreed by the Fire Authority. To ensure that each Panel was properly representative of the overall membership of the Fire Authority it was agreed that the size of each Panel be reduced to 6 Members from the current 7, enabling each Panel, apart from the Principal Officers Appointments Panel, to become an exactly proportionate replica of one third of the Fire Authority.

The Membership of each Panel was confirmed to the meeting, and it was agreed that the Authority would elect a Chairperson of each Panel at this meeting.

Councillor Maples was nominated as Chairperson of the Scrutiny & Audit Panel by Cllr Powell, seconded by Cllr Evans. The nomination was uncontested and passed by the Authority.

Councillor Peltzer Dunn was nominated as Chairperson of the Policy & Resources Panel by Cllr Galley, seconded by Cllr Powell. The nomination was uncontested and passed by the Authority.

Councillor Geary was nominated as Chairperson of the Human Resources Panel by Cllr Galley, seconded by Cllr Azad. The nomination was uncontested and passed by the Authority.

Councillor Lambert was nominated as Chairperson of the Urgency Panel by Cllr Galley, seconded by Cllr Peltzer Dunn. The nomination was uncontested and passed by the Authority.

Councillor Tutt was nominated as Chairperson of the Pensions Board by Cllr Lambert, seconded by Cllr Galley. The nomination was uncontested and passed by the Authority.

## Unconfirmed minutes – to be confirmed at the next meeting of the Fire Authority

The Authority agreed that Councillor Galley would remain as Chairperson of the Principal Officer Appointments Panel.

	Conservative	Labour	Liberal Democrats	Green
<b>SCRUTINY &amp; AUDIT (6)</b>	<b>3</b> Azad Redstone Theobald	<b>1</b> Scott	<b>1</b> Lambert	<b>1</b> Maples ( <i>Ch</i> )
<b>POLICY &amp; RESOURCES (6)</b>	<b>3</b> Peltzer Dunn ( <i>Ch</i> ) Galley Taylor	<b>1</b> Evans	<b>1</b> Lambert	<b>1</b> Powell
<b>HUMAN RESOURCES (6)</b>	<b>3</b> Azad Geary ( <i>Ch</i> ) Marlow- Eastwood	<b>1</b> Scott	<b>1</b> Osborne	<b>1</b> West
<b>URGENCY (6)</b>	<b>3</b> Dowling Galley Geary	<b>1</b> Scott	<b>1</b> Lambert ( <i>Ch</i> )	<b>1</b> Powell
<b>PRINCIPAL OFFICER APPOINTMENTS PANEL (5)</b>	<b>2</b> Galley ( <i>Ch</i> ) Theobald	<b>1</b> Evans	<b>1</b> Lambert	<b>1</b> Powell
<b>PENSIONS BOARD (4)</b>	Taylor, Hamilton, Tutt ( <i>Ch</i> ), West			

The Authority also agreed to the appointment of the following Member Lead roles:

Health & Safety – Cllr Maples

Assurance & Peer Review – Cllr Redstone

Inclusion & Diversity – Cllrs Powell and Evans

IT – Cllr Tutt

Estates – Cllr Peltzer Dunn

It was proposed that an additional Lead Member role of Environment & Sustainability be created. There was a discussion during which the Authority considered some concerns and potential benefits surrounding the creation of an additional lead. The predominant opinion from those present was that a Lead Member in this subject would be in line with the direction being taken by neighbouring authorities and that they may be a useful political consultee and spokesperson for future decisions.

The Authority agreed to create the additional role of Lead Member for Environment & Sustainability and to the appointment of Cllr West to the role.

## Unconfirmed minutes – to be confirmed at the next meeting of the Fire Authority

**RESOLVED** – That the Fire Authority:

- i. confirmed the Panel arrangements and political representation as set out in the Report;
- ii. agreed (with no Member voting against) that the political balance provisions should not apply to the membership of the Principal Officer Appointments Panel; and
- iii. appointed the following Members to the role of Panel Chairperson - Cllr Maples (Scrutiny & Audit), Cllr Peltzer Dunn (Policy & Resources), Cllr Geary (Human Resources), Cllr Lambert (Urgency), Cllr Tutt (Pension Board) and Cllr Galley (Principal Officer Appointments Panel) in accordance with Standing Order 41.13.

### 49 Fire Authority and Panel Meetings 2021-2023

The Fire Authority received the Report of the Senior Democratic Services Officer which informed the Members of the dates of meetings of the Fire Authority and Panels for the remainder of 2021 through to April 2023.

**RESOLVED** – That the Fire Authority noted the dates of meetings of the Fire Authority and Panels through to April 2023.

The meeting concluded at 11.00 am

Signed

Chairman

Dated this

day of

2019

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## EAST SUSSEX FIRE AND RESCUE SERVICE

**Meeting** Fire Authority

**Date** 2 September 2021

**Title of Report** Revenue and Capital Budget 2021/22 and Capital Programme 2021/22 to 2025/26 Monitoring at Month 4 (end July).

**By** Duncan Savage, Assistant Director Resources/Treasurer

**Lead Officer** Parmjeet Jassal, Interim Finance Manager & Alison Avery, Finance Manager

**Background Papers** Fire Authority Service Planning processes for 2021/22 and beyond – Revenue Budget 2021/22 and Capital Asset Strategy 2021/22 to 2025/26

Revenue and Capital Budget 2020/21 and Capital Programme 2020/21 to 2024/25 – Provisional Outturn

Revenue and Capital Budget 2021/22 and Capital Programme 2021/22 to 2025/26 Monitoring at Month 3 (end June).

**Appendices**

- Appendix 1: Revenue Budget 2021/22 Objective
- Appendix 2: Savings Programme 2021/22
- Appendix 3: Grants and Spending Plans 2021/22
- Appendix 4: Capital Programme 2021/22 to 2025/26
- Appendix 5: Capital Budget 2021/22
- Appendix 6: Engineering Capital Budget 2021/22
- Appendix 7: Reserves 2021/22

### Implications

<b>CORPORATE RISK</b>		<b>LEGAL</b>	
<b>ENVIRONMENTAL</b>		<b>POLICY</b>	
<b>EQUALITY IMPACT</b>		<b>POLITICAL</b>	
<b>FINANCIAL</b>	✓	<b>OTHER (please specify)</b>	
<b>HEALTH &amp; SAFETY</b>		<b>CORE BRIEF</b>	
<b>HUMAN RESOURCES</b>			

**PURPOSE OF REPORT** To report on the findings of the Month 4 monitoring undertaken on the Revenue and Capital Budget 2021/22 and Capital Programme 2021/22 to 2025/26.

## **EXECUTIVE SUMMARY**

This is the first report to Fire Authority for the 2021/22 financial year and highlights the findings from the Month 4 monitoring undertaken on the Revenue Budget 2021/22 and 5 year Capital Programme 2021/22 to 2025/26, approved by the Authority in February 2021.

A net revenue overspend to the sum of £80,000 has been identified which is a favourable variation of £46,000 from the position identified in the last report to SLT of £126,000 overspend, as summarised in Appendix 1. This is mainly due to a forecast overspend in Ops P&P due to RMT receiving 10% allowances, ill health retirements and over budgeting on S31 business rates retention offset by identification of savings in Resources/Treasurer and underspend within Safer Communities. Most in-year pressures will be dealt with either through the use of contingency, use of reserves or service underspends.

Performance against the Savings Programme is summarised in Appendix 2 and detailed in section 4.

Performance against grants and spending plans is summarised in Appendix 3 and detailed in section 5.

Revenue and Capital programme risks are detailed in section 3, focusing specifically on areas that are subject to further investigation and the outcome could result in significant additional pressures in the current and future financial years. These include the impact of Brexit and Covid-19 on both the Business Rate and Council Tax Collection Funds and pressures in Resources relating to Capital projects.

The original 2021/22 Capital Budget and five year Capital Strategy of £23,294,000 was approved by the Fire Authority on 11 February 2021. This is updated to £23,800,000 including slippage brought forward from 2020/21 (£364,000) and IRMP vehicles and equipment (£142,000). The updated Capital Programme is forecasted to come in on budget as detailed in Appendix 4.

The current year Capital Budget was approved by the Fire Authority at £6,105,000 and revised to £6,540,000 including slippage (£364,000) brought forward from 2020/21 and IRMP vehicles and equipment (£71,000). Officers have reviewed the capital plans for 2021/22 and report slippage on delivery of projects to the value of £2,671,000 (40.8%). This is primarily the result of a formal review of the phasing of the Estates Strategy and its associated capital schemes. Detailed information is contained within section 7 and summarised in Appendix 5. The Fleet and Equipment Capital Projects 2021/22 are detailed in Appendix 6.

The position on reserves shows an opening balance of £22,961,000 including the provisional net revenue underspend 2020/21 brought forward of £386,000. The forecast net drawdown from reserves is £10,219,000, an increase in drawdown of £247,000 compared to the planned drawdown of £9,972,000. This results in an estimated closing balance of £12,742,000, as detailed in section 8 and summarised in Appendix 7. Work is ongoing to review likely drawdown of reserves (including grants brought forward) for the rest of the current year on both Revenue and Capital projects.

There is a reduction in the interest receivable on the Authority's cash investments of £22,300,000 due to the Bank of England lowering its' base rates to invigorate the economy due to the impact of Covid-19. However, interest receivable is projected at £47,000, resulting in a surplus of £7,000 when compared to the budget. Interest payments on fixed rate loans of £10,698,000 are unaffected. Two loans totalling £400,000 are maturing on the 30 September 2021 for which payment arrangements are in hand, as detailed in section 9.

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**RECOMMENDATION**

Fire Authority is recommended to note:

- (i) the risks to Revenue Budget and the projected overspend;
- (ii) the risks to the Capital Programme;
- (iii) the increased net forecast drawdown from reserves;
- (iv) the grants available and spending plans;
- (v) the monitoring of savings taken in 2021/22,
- (vi) the current year investments and borrowing; and
- (vii) SLT approval to transfer £39k travel and fuel underspend to Corporate Contingency as detailed in paragraph 6.3

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**1. INTRODUCTION**

- 1.1 The Original Revenue Budget 2021/22 and Capital Strategy 2021/22 to 2025/26 was approved at the meeting of the Fire Authority on 11 February 2021.
- 1.2 This is the first report to Fire Authority for the 2021/22 financial year, and highlights the findings from Month 4 (end July) monitoring undertaken on the Revenue and Capital Budget 2021/22 and Capital Programme 2021/22 to

2025/26. It should be noted the review is based on currently available information and the result may change as new information emerges during the year.

	<b>This Fire Authority Report (Month 4)</b> <b>£'000</b>	<b>Last P&amp;R Report (Month 2)</b> <b>£'000</b>	<b>Movement</b>  <b>£'000</b>
Revenue (see section 2)	80	126	(46)
Capital in year (see section 7)	(2,671)	-	(2,671)

- 1.3 The Revenue Budget, approved by the Fire Authority in February 2021 was a net expenditure requirement of £40,704,000.
- 1.4 A net revenue overspend to the sum of £80,000 has been identified at Month 4 (end July) which is a favourable variation of £46,000 to that previously reported (£126,000 overspend) which is reflected in the Revenue Budget 2021/22 objective summary at Appendix 1 and detailed in section 2.
- 1.5 The savings requirement 2021/22 is £504,000. The current position shows we have delivered or are on course to deliver £479,000 (95%) of savings whilst the reduction in admin cost saving of £25,000 (5%) is at risk, as detailed in Appendix 2 and section 4. Mitigating savings are required for the saving at risk.
- 1.6 The grants available total £6.2m, including grants brought forward from previous years, of which spending plans total £4.5m for the current year. Most of the quarter 1 grant claims have been concluded, as summarised in Appendix 3 and detailed in section 5.
- 1.7 The five year Capital Strategy 2021/22 to 2025/26 was approved by the Fire Authority in February 2021 at £23,294,000 and updated to £23,800,000 including slippage of £364,000 brought forward from 2020/21 and IRMP related vehicles and equipment. The revised 5 year Capital Programme is projected to come within budget as detailed in section 7 and summarised in Appendix 3.
- 1.8 The Capital Budget for 2021/22 was approved by the Fire Authority at £6,105,000 and updated to £6,540,000 including slippage of £364,000 brought forward from 2020/21 and IRMP related vehicles and equipment. A review of capital projects has identified slippage of £2,671,000 (40.8%) (Estates / Property £1,942,000, Fleet and Equipment £729,000) into 2022/23, as detailed within section 7 and summarised in Appendices 4 and 5.
- 1.9 A number of Revenue Budget and Capital Programme risks are set out in section 3 which will be monitored throughout the year. The updated position on Contingency, Reserves, Borrowing and Investments is provided at sections 6, 8 and 9 respectively.

## **2. REVENUE BUDGET COMMENTARY**

- 2.1 The Revenue Budget is projected to overspend by a net £80,000 which is a favourable variation of £46,000 from the forecasted pressure (£126,000)

reported to SLT in July. This is summarised across divisions in Appendix 1 and detailed explanations are provided below.

2.2 **Resources/Treasurer:** There is an overall projected underspend of net £65,000 as follows:-

2.2.1 **ITG:** The I.T. Manager projects an under-spend of £65,000 (previously reported underspend £46,000) following an updated comprehensive review of the ITG revenue budget compared to known commitments, an additional underspend of £19,000 is anticipated based on information provided by the Home Office about communications costs.

2.3 **Safer Communities:** The service projects an overall underspend of £61,000 (after funding of £219,000 (1.5%) pay-award from general fund reserve) which is shown across Areas in the table below:

	Budget	Projected Outturn	Month 4 Variation	Month 2 Variation
Area	£'000	£'000	£'000	£'000
AD SC	108	108	0	0
IRMP	173	173	0	0
East	5,538	5,538	0	0
West	7,801	7,857	56	0
Central	5,380	5,455	75	0
Business Safety	1,739	1,527	(212)	0
Community Safety	941	961	20	0
<b>Total Safer Communities</b>	<b>21,680</b>	<b>21,619</b>	<b>(61)</b>	<b>0</b>

West and Central are projected to overspend due to having around 2 posts each above their establishments whilst Business Safety is underspending due to vacancies. These projections are based on limited information and subject to further engagement with Service managers to confirm staffing levels and other potential causes for variations. Community Safety overspend relates to the pressure from their un-achievable saving of £25,000 (detailed in Appendix 2) offset by an underspend of £5,000 on overtime.

2.4 **Operational Support & Resilience:** The provisional outturn is an overspend of £30,000 (previously balanced budget) as follows:

2.4.1 **Ops P&P:** A pressure of £30,000 is anticipated due to the Control Room Resources Management Team receiving 10% allowances from 1 October, which were not originally budgeted for.

2.5 **Treasury Management:** This income budget is projected to overachieve by £7,000. Interest rates on investments have reduced significantly following the reduction in the Bank of England base rate. Although the interest received will be considerably reduced compared to previous years, it is forecast to meet the £40,000 interest budget (reduced from £75,000 in 2020/21) and deliver additional income of £7,000.

2.6 **Non Delegated Costs:** An overspend of £47,000 is projected due to previously approved ill health retirements (IHRs) where costs are spread over three

financial years. These are not controllable costs and it is likely the pressure will increase during the year once IHRs in the pipeline are confirmed. The financial information on recent approvals is awaited.

- 2.7 **Corporate Contingency:** This budget is intended to provide some flexibility for SLT to manage in-year budget pressures and was set at £341,000 for 2021/22. Approved pressures total £86,000 resulting in £294,000 (including underspends on fuel and travel) remaining in contingency, as detailed in section 6.
- 2.8 **Transfer to and from Reserves:** £257,000 of general fund reserves have been utilised to finance the in-year agreed 1.5% pay-award for staff on grey and gold book terms and conditions. The funding for green book staff will be provided following conclusion of national negotiations.
- 2.9 **Financing:** a pressure is identified of £136,000 due to the Section 31 business rates retention grant being budgeted at a higher rate than confirmed recently by the Home Office. We will be reviewing the way we forecast S31 BR grant income in future and it is proposed to resolve the immediate issue by reducing the planned contribution to the Improvement and Efficiency reserve, however we will await to completion of work on the BR / CT Income Compensation Grants before seeking approval for this approach (see paragraph 3.2 below).

### **3. REVENUE BUDGET AND CAPITAL PROGRAMME RISKS**

- 3.1 **Covid 19:** The immediate financial impacts of Covid 19 in 2019/20 and 2020/21 have been funded (whole or in-part) by grant from Government. These included increased expenditure on PPE, staffing, shortfalls in fees and charges income and delays to capital projects resulting in significant revision to the Capital Programme. Covid 19 will continue to impact on the Authority's finances during 2021/22 where impact on both the Business Rate and Council Tax Collection Funds will be felt. There is currently £170,000 Covid grant held in reserve which is anticipated to be utilised in the current year (£43,769 drawn down in quarter 1).
- 3.2 There is also a risk the amounts payable under the Government's compensation schemes for council tax and business rates income are lower than budgeted figures and will need to be revised as a result, both for current and future years. The compensation scheme guidance came out late and not all information from the Districts and Boroughs was received in time for budget setting. Grant letters received recently from CLG indicate significant reductions in compensation for council tax reduction (£85,000 compared to £147,000 budgeted in total over 3 years) and compensation for business rates (£4,000 compared to £93,000 budgeted in total over 3 years). We are investigating the causes for these reductions with the Districts and Boroughs and will advise SLT / Members in due course. Latest information indicates that CLG may revise the basis of the grant calculation and updated information from billing authorities has been provided to CLG via NNDR3 returns. The source of funding identified to cover in-year reductions (£50k) is the Business Rates Retention Pilot - financial stability reserve whilst future years will be dealt with as part of the MTFP.
- 3.3 **Pension Costs:** There is continued reliance on one-off grant to fund increased contributions for FPS as well as the uncertainty on the cost and funding of the

remedy from the Sargent case (initial estimate of historic liability approx. £5m, ongoing costs £0.9m p.a.). For the latter it is now understood that the cost will impact through the next quadrennial scheme valuation i.e. from 2023/24 onwards. The Authority will be directly liable for the cost of any Injury to Feelings claims and any additional administrative costs of implementing the remedy. A Pension Admin grant of £47,000 is being held in reserves to fund expected pension administration software upgrade costs resulting from remedy implementation.

3.4 **Pay Award 2021/22:** Negotiations have concluded between unions and pay awarding bodies resulting in a 1.5% pay award for staff on gold and grey book terms and conditions, with the cost of £257,000 fully funded from general fund reserve.

3.4.1 There was no allowance made for an increase in all pay conditions in the budget following the Government's call for a pay freeze which causes an estimated ongoing funding issue of around £440,000 (full year) which will need to be resolved as part of the MTFP 2022/23+ process. The outcome of pay-award negotiations for green book staff is awaited, with the latest employer offer being 1.75%. For every 1% increase, this would cost an extra £67,000.

3.4.2 Options for funding the immediate estimated pressures of £356,000 (adjusted for grey book pay award effective from 1 July) in the current financial year include identifying additional savings to those already included in the budget of £504,000 or use of general fund reserves. Increasing savings targets at short notice may cause adverse impacts on service delivery, and therefore, the use of general fund balances was approved by P&R Panel on 22 July and built into the budget. However, the general fund will need replenishing in the MTFP process to return to the policy minimum of 5% of the net revenue budget.

3.5 **Potential Capital Project Delays** -The impact of Brexit, Covid-19 and the Suez blockage are holding up construction projects across the nation. The dwindling supplies along with increased costs and long delivery times being experienced by the construction industry could impact on the Capital Programme. The Estates team are working to understand the potential financial impact and it is likely that this will become evidence as we move planned projects through procurement to delivery during the year.

3.6 **IRMP** – as the IRMP implementation plans are developed, it is possible that additional revenue and capital implications may be identified, and changes to implementation timelines may also affect delivery of savings. Work is in progress to refresh the IRMP financials, approved by CFA in September 2020, taking into account factors such as items not previously in scope but now required and differences in timing in implementation.

3.7 **P21 / Joint Fire Control (JFC)** – as P21 progresses toward its planned go live at the end of September 2021, the revenue costs of the resulting JFC are being reviewed and updated. This includes proposals for increased staffing as a result of the Grenfell Tower Action Plan. There is a risk that this will result in both an in year and ongoing revenue cost pressure.

#### 4. **SAVINGS PROGRAMME 2021/22**

- 4.1 Appendix 2 summarises the net savings requirement 2021/22 of £504,000. Work is in ongoing with Service managers to identify and report actual delivery of savings compared to budgeted savings.
- 4.2 Current projections show we have delivered or are on course to deliver £479,000 (95%) of savings whilst the reduction in admin cost saving of £25,000 (5%) linked to the introduction of the HSV part of the CRM project will not be delivered in the current financial year, for which mitigations are required.

R.A.G. Rating	£'000	
Delivered	(144)	29%
Part Delivered	(335)	66%
Not Delivered	(25)	5%
<b>Total Net Savings</b>	<b>(504)</b>	<b>100%</b>

## 5. Grants and Fees & Charges Income Compensation Scheme

- 5.1 The Government has awarded grants for use on specific purposes and your officers will ensure these are delivered in accordance with grant conditions. These include grants awarded in year, brought forward from previous years where their spending plans fall over more than financial year and others that require development of spending plans. The amount available is £6.2m compared to agreed spending plans of £4.5m in 2021/22. The quarter 1 grant returns have been submitted as summarised in Appendix 3.
- 5.2 The latest grants are detailed below:
- 5.3 **Covid-19:** – This is to alleviate an increase in expenditure and shortfall in income relating to Covid-19. £170,000 has been brought forward in a grants reserve, of which £43,769 was spent in quarter 1.
- 5.4 **Surge Protection Grant Funding:** – this is specifically to deal with inspections for high rise buildings and other high risk buildings. The grant conditions have been received, including the deadline of December 2021 by which the high rise element of the grant must be spent. A further allocation of £421,366 has recently been awarded. A project group has been set up, and, delivery plans drawn up to ensure full use of the grant (£653,149 in 2021/22). The Service’s plan for increasing capacity within its Protection function will require funding beyond that available through the Grant available. SLT has already approved the use of £0.2m from the Business Rate Pool Reserve (in 2022/23). A further £0.1m is forecast to be required (in 2023/24) and options for funding this are being explored.
- 5.5 **Grenfell Infrastructure Fund:** £46,607 is to help support FRS to put in place a local Grenfell Inquiry recommendations co-ordination function which will help co-ordinate local activity and support the national work led by the NFCC; drive progress on local improvements and ensure funding for smoke-hoods and other technical investments.

5.6 **Fire Fighter Pension Scheme:** this is used towards the shortfall in employer's pension contributions and details of allocation 2021/22 (estimated at £1.7m) are awaited.

5.7 **Government Income Compensation Scheme for Fees and Charges:** In 2020/21, the Government launched a compensation scheme which provided for net budgeted fees and charges income loss due to the impact of Covid19 in accordance with the scheme principles. A claim for April to July 2021 will be submitted following review of details recently released on the updated scheme.

## 6. **CONTINGENCY 2021/22**

6.1 The Fire Authority maintains a contingency in order to assist it in managing one-off unforeseen pressures and making investments within the financial year. At its' meeting held in February 2021, the Fire Authority agreed a contingency of £341,000 for the 2021/22 financial year.

6.2 Pressures totalling £86,000 are approved (May SLT) to be funded through contingency, resulting in a remaining balance of £255,000, as detailed in the table below. No new pressures are identified.

		<b>£'000</b>
<b>Opening Balance 1 April 2021</b>	<b>Lead</b>	<b>341</b>
P21 Change control part year impact	MO'B	23
Extension of Pension Adviser to 31/12/2021	HSY	61
Pensions awareness training	HSY	2
<b>Total Commitments</b>		<b>86</b>
<b>Amount Remaining end July 2021</b>		<b>255</b>

6.3 SLT approved the transfer of £39,000 to contingency relating to travel and fuel underspends, due to Covid-19. The contingency balance will therefore increase to £294,000. The budgets to be transferred are detailed in the table below:

	<b>Lead AD</b>	<b>Fuel</b>	<b>Travel</b>	<b>Total</b>
People Services	Doug Marshall		900	900
Resources/Treasurer	Duncan Savage		4,900	4,900
Planning & Improvement	Liz Ridley		500	500
Safer Communities	Julie King		3,600	3,600
Operational Support & Resilience	Hannah Scott-Youlton	26,700	1,500	28,200
Non Delegated	Duncan Savage		900	900
		<b>26,700</b>	<b>12,300</b>	<b>39,000</b>

## 7. **Capital Programme Commentary**

- 7.1 The original 2021/22 Capital Budget and five year Capital Strategy of £23,294,000 was approved by the Fire Authority on 11 February 2021. This is updated to £23,800,000 including slippage brought forward from 2020/21 of £364,000 and IRMP vehicles and equipment (as approved by P&R Panel in July).
- 7.2 The Capital Programme is funded by: Capital Receipts Reserve £6,588,000, Capital Programme Reserves £4,709,000, Revenue Contributions to Capital £1,808,000, BR Pilot Economic Reserve £86,000, Community Infrastructure Levy (CIL) £289,000, Internal Borrowing £28,000 and New Borrowing £10,292,000 as shown in the table overleaf. Overall, the revised 5 year Capital Programme is forecasted to come in on budget, as summarised in Appendix 4.

	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Fleet and Equipment	3,100	2,269	2,269	1,789	1,659	11,086
Estates	3,005	5,413	1,404	1,103	1,283	12,208
Original Approved Programme	6,105	7,682	3,673	2,892	2,942	23,294
Slippage from 2020/21	364	0	0	0	0	364
Addition to Fleet and Equipment	71	36	35	0	0	142
*Slippage into 2022/23	(2,671)	2,671	0	0	0	0
<b>Updated Capital Programme</b>	<b>3,869</b>	<b>10,389</b>	<b>3,708</b>	<b>2,892</b>	<b>2,942</b>	<b>23,800</b>
Funded by:						
Capital Receipts Reserve	3,755	2,833	0	0	0	6,588
Capital Programme Reserve	0	3,209	500	500	500	4,709
Revenue Contributions to Capital	0	452	452	452	452	1,808
BR Pilot Economic Reserve	86	0	0	0	0	86
CIL	0	289		0	0	289
MRP / Internal Borrowing	28	0	0	0	0	28
New Borrowing / Need to Borrow	0	3,606	2,756	1,940	1,990	10,292
<b>Updated Capital Programme</b>	<b>3,869</b>	<b>10,389</b>	<b>3,708</b>	<b>2,892</b>	<b>2,942</b>	<b>23,800</b>
*subject to approval						

- 7.3 **Capital Funding** – the sale of the old Fort Rd site in Newhaven to Lewes District Council for £525,000 is proceeding with a 10% deposit received in 2020/21 and the balance due subject to planning this year. The Service has also been successful in its bid for Community Infrastructure Levy (CIL) funding from Lewes District Council. £289,000 has been awarded which will part fund the planned enhancements at Barcombe and Seaford Fire Stations, reducing the need for future borrowing.
- 7.4 The **Capital Budget 2021/22** was approved by the Fire Authority at £6,105,000 and updated to £6,540,000 (Property £3,063,000 and Fleet and Equipment £3,477,000) including slippage of £364,000 brought forward from 2020/21 and £71,000 IRMP related pool cars and vehicles.
- 7.4.1 A review of the 2021/22 capital budget by officers has identified significant slippage to the value of £2,671,000 (40.8%) (Estates/Property £1,942,000, Fleet and Equipment £729,000) into 2022/23, as summarised in Appendices 5 and 6.

7.4.2 The Estates/Property slippages totalling £1,942,000 relate to delays at Preston Circus due to an identified operational issue which required resolution and resulted in a 9 month delay, with work not expected to commence this financial year and in addition there has been a four month delay in relation to the four Design Guide stations due to significant end-user engagement and further consultation to revisit and develop the agreed schemes and detailed scrutiny of tender documents. Estates are currently reviewing the overall capital programme and spend profiles and have put in place further risk assessments and management measurements to ensure programmes progress as planned and any slippages are reported as early as possible.

7.4.3 The Fleet slippage is £729,000, of this £506,000 relates to an eight month delay in chassis deliveries for two vehicles due to the global shortage of semi-conductors, with the remaining £223,000 slippage due to the capacity in the Engineering team to deliver the replacement vehicles in 2021-22 as planned.

## 8. RESERVES 2021/22

8.1 The Fire Authority maintains Reserves in order to assist it in managing its specific spending plans across the financial year (Earmarked Reserves), making provisions for the financial risks it faces (General Fund Reserves) and making investments (Capital Receipts Reserve).

8.2 The opening balance at 1 April is £22,961,000 including the provisional net underspend 2020/21 of £386,000 brought forward in an earmarked reserve.

8.3 The forecast net drawdown from reserves totals £10,219,000 compared to the original planned net drawdown of £9,972,000. This is a net increase in drawdown of £247,000 resulting in an estimated balance at 31 March 2022 of £12,742,000, as summarised in the table below and detailed over individual reserves in Appendix 7.

	Balance @ 1 April 2021 £'000	Original Planned Net Transfers 2021/22 £'000	Forecast Net Transfers 2021/22 £'000	Net change 2021/22 £'000	Month 4 Balance @ 31 March 2022 £'000
Earmarked Reserves	14,973	(4,663)	(6,889)	(2,226)	8,084
General Fund	1,960	210	(47)	(257)	1,913
<b>Total Revenue Reserves</b>	<b>16,933</b>	<b>(4,453)</b>	<b>(6,936)</b>	<b>(2,483)</b>	<b>9,997</b>
Total Capital Reserves	6,028	(5,519)	(3,283)	2,236	2,745
<b>Total Usable Reserves</b>	<b>22,961</b>	<b>(9,972)</b>	<b>(10,219)</b>	<b>(247)</b>	<b>12,742</b>

8.4 The net changes are explained in section 8.5 below. Work continues with budget managers to confirm the planned use of revenue and capital reserves in 2021/22.

8.5 The main reasons for the overall net increase in forecast drawdown from reserves of (£247,000) are as follows:-

8.5.1 **Earmarked Reserves - Increase of (£2,226,000)**

- (£675,000) – use of grant funding brought forward on eligible expenditure according to grant spending plans (Covid-19, Protection, Council Tax and Business Rates Guarantee Scheme, New Dimensions etc.)
- (£299,000) - increased commitments on the Improvement and Efficiency Reserve including £136,000 to finance over budgeting S31 business rates retention.
- (£1,579,000) - re-profiling of projects linked to P21 funded from the mobilising strategy reserve
- (£386,000) - use of provisional net underspend 2020/21 brought forward in Carry Forward reserve on in-year priorities
- £713,000 – delayed drawdown to future years on ESMCP readiness reserve

#### **General Fund Reserve – Increase of (£257,000)**

- (£257,000) due to the financing of 1.5% for staff on gold and grey book terms and conditions.

#### **Capital Reserves – Decrease of £2,236,000**

- (£364,000) – due to the slippage in capital schemes brought forward from 2020/21 for completion in 2021/22 (refer to capital section 7 above).
- (£71,000) – inclusion of IRMP related pool cars and equipment (refer to capital section 7 above).
- £2,671,000 – due to the slippage of capital projects into 2022/23

## **9. BORROWING AND INVESTMENT**

9.1 As at end July, the Authority held cash balances of £25,520,000 which are invested in accordance with the Treasury Management Strategy, as follows.

<b>Counterparty</b>	<b>Duration</b>	<b>Amount</b>	<b>Interest Rate</b>
		<b>£m</b>	<b>%</b>
Aberdeen Cash Money Market Fund	Overnight Access	4.000	0.01
Aviva Cash Money Market Fund	Overnight Access	1.270	0.01
Barclays	95 Day Notice	4.000	0.15
Deutsche Cash Money Market Fund	Overnight Access	4.000	0.02
Goldman Sachs	95 Day Notice	4.000	0.18
LA Deposit (Dudley MBC)	Fixed to 25/10/21	2.250	1.25
Natwest	35 Day Notice	2.000	0.10
Santander	95 Day Notice	4.000	0.40
<b>Total Investments</b>		<b>25.520</b>	

9.2 Further work is in progress to confirm the forecast level of drawdown from reserves during the year. The current forecast of a reduction in reserves of

£10.219m mean that the Service will need to monitor its liquidity and cashflow closely during the year and this may involve giving notice on some of its existing investments. Finance continues to work with the ESCC Treasury Management team to improve cash-flow monitoring.

9.3 The Bank of England reduced the base interest rate from 0.75% to 0.10% to invigorate the economy due to the impact of Covid -19. We are seeing an impact as Banks reduce their rates on investments, resulting in lower interest receivable. Latest modelling indicates the income of around £47,000 can be achieved, £7,000 above the budgeted level of £40,000. The interest income budget was reduced from £75,000 to £40,000 for 2021/22 to reflect the planned reduction in funds available for short term investment and the reduction in interest rates.

9.4 The Authority has borrowing totalling £10,698,000 and there is no impact on the interest payable, as these are subject to fixed interest rate deals. Two loans totalling £400,000 are maturing on the 30th September 2021 for which repayment arrangements are in hand.

## Revenue Budget 2021/22 – Objective Summary

	Original Budget	Revised Budget	Projected Outturn	Month 4 Variance	Variance	Variance Month 2 Reported to P&R Panel	Variance From Last Reported
	£'000	£'000	£'000	£'000	%	£'000	
Peoples Services	3,813	3,887	3,887	0	0.0	0	0
Resources/Treasurer	7,855	7,877	7,812	(65)	(0.8)	(46)	(19)
Planning and Improvement	1,222	1,222	1,222	0	0.0	0	0
<b>Total Deputy Chief Fire Officer</b>	<b>12,890</b>	<b>12,986</b>	<b>12,921</b>	<b>(65)</b>	<b>(0.5)</b>	<b>(46)</b>	<b>(19)</b>
Safer Communities	21,462	21,680	21,619	(61)	(0.3)	0	(61)
Operational Support	4,739	4,757	4,787	30	0.6	0	30
<b>Total Assistant Chief Fire Officer</b>	<b>26,201</b>	<b>26,437</b>	<b>26,406</b>	<b>(31)</b>	<b>(0.1)</b>	<b>0</b>	<b>(31)</b>
CFO Staff	781	788	788	0	0.0	0	0
Treasury Management	875	875	868	(7)	(0.8)	(7)	0
Non Delegated costs	(1,348)	(1,344)	(1,297)	47	3.5	43	4
Corporate Contingency	341	255	255	0	0.0	0	0
Covid-19	0	0	0	0	0.0	0	0
Transfer from Reserves	(597)	(854)	(854)	0	0.0	0	0
Transfer to Reserves	1,561	1,561	1,561	0	0.0	0	0
<b>Total Corporate</b>	<b>1,613</b>	<b>1,281</b>	<b>1,321</b>	<b>40</b>	<b>3.1</b>	<b>36</b>	<b>4</b>
<b>Total Net Expenditure</b>	<b>40,704</b>	<b>40,704</b>	<b>40,648</b>	<b>(56)</b>	<b>(0.1)</b>	<b>(10)</b>	<b>(46)</b>
Financed By:							
RSG	(3,226)	(3,226)	(3,226)	0	0.0	0	0
Council Tax	(28,303)	(28,303)	(28,303)	0	0.0	0	0
Business Rates	(7,801)	(7,801)	(7,801)	0	0.0	0	0
Covid-19 Local Tax Support Grant	(474)	(474)	(474)	0	0.0	0	0
S31 Grants	(833)	(833)	(697)	136	16.3	136	0
Collection Fund Surplus/Deficit	(68)	(68)	(68)	0	0.0	0	0
<b>Total Financing</b>	<b>(40,704)</b>	<b>(40,704)</b>	<b>(40,568)</b>	<b>136</b>	<b>0.3</b>	<b>136</b>	<b>0</b>
<b>Total Over / (Under) Spend</b>	<b>0</b>	<b>(0)</b>	<b>80</b>	<b>80</b>	<b>0.1</b>	<b>126</b>	<b>(46)</b>

## Savings Programme 2021/22

Responsible Officer	Business Area Lead Name	Description	Savings 2021/22	R.A.G Rating	Business Area Lead Comments
			£'000	Select Status	
All	All	Travel & subsistence (one year only)	(16)	Part Delivered	Given continued Covid lockdown until late July and likelihood that homeworking and virtual meetings / training will continue as part of new working arrangements then ongoing reductions in travel and subsistence costs should be deliverable across the Service.
All	All	Stationery contract savings	(10)	Part Delivered	Reduced budgets subject to regular monitoring
Duncan Savage	Nicky Boruch	Estates Strategy revenue maintenance savings.	(40)	Part Delivered	Savings targets under review by Estates Manager. If targetted savings cannot be delivered through efficiencies will aim to manage through underspend in revenue maintenance budget.
Duncan Savage	Nicky Boruch	Cessation of HQ shuttlebus service	(18)	Delivered	Shuttlebus service ceased in 2020/21
Duncan Savage	Duncan Savage	Reduce Corporate Contingency (one year only)	(106)	Delivered	Reduced contingency reported to SLT and monitored through monthly reporting.
Duncan Savage	Ken Pearce	IT Strategy - delay some projects from 21/22 to 22/23 (one year only)	(100)	Delivered	Delayed projects agreed through budget setting.
Duncan Savage	Claire George / All	Category Strategy Savings	(25)	Part Delivered	Savings will be delivered through year as procurements are concluded. Procurement Manager to provide analysis of areas targetted.
Doug Marshall	Chris Baker	STC Catering contract savings	(4)	Part Delivered	Yr 1 saving on contract relet then Yr 2 reduction in ingredient costs
Doug Marshall	Chris Baker	Abatement cost savings	(5)	Delivered	
Julie King	George O'Reilly	Abatement cost savings	(5)	Delivered	
Julie King	David Kemp	Community Safety - Adaptations contract income target (net of contract costs)	(15)	Delivered	
Julie King	David Kemp	Community Safety Restructure	(79)	Part Delivered	This overall saving is linked to a number of smaller savings that have been identified, some have been realised
Julie King	David Kemp	Reduction in administration costs in Safer Communities	(25)	Not Delivered	This saving is linked to the introduction of the HSV part of the CRM project.
Mark Matthews	Fleur Wilks	Savings arising from the Implementation of IRMP 2020-2025 including operational policy and practice	(146)	Part Delivered	Subject to regular governance and scrutiny at IRMP Board and Strategic Board. Re-basing of budget in progress taking account of timing differences and policies.
Hannah Scott-Youldon	Matt Elder	Abatement cost savings	(5)	Delivered	
Hannah Scott-Youldon		Fuel (one year only)	(15)	Part Delivered	Reduced budgets subject to regular monitoring
		Total Gross Savings	(614)		
Duncan Savage		Use of BR Pooling to support service delivery (fall-out of 2020/21 saving -one year only)	50	Delivered	
Hannah Scott-Youldon		Engineering - cutting equipment purchased early (fall out of 2020-21 saving - 1 year only)	60	Delivered	
		Total Net Savings	(504)		

## Grants and Spending Plans 2021/22

Grants Requiring Claims	Lead AD	*Grant Brought Forward 1 April 2021	Grant 2021/22	Total Available Grant	Spending Plan 2021/22	Claim Quarter 1	Claim Quarter 2	Claim Quarter 3	Claim Quarter 4	Balance Remaining
		£	£	£	£	£	£	£	£	£
Accreditation Grant Funding	Julie King	22,737	0	22,737	22,737	0	0	0	0	0
COVID - 19	Duncan Savage	170,032	0	170,032	170,032	43,769	0	0	0	-
ESMCP - LTR Regional	Hannah Scott-Youldon	309,000	0	309,000	260,000	53,316	0	0	0	49,000
**ESMCP - Infrastructure	Hannah Scott-Youldon	1,425,000	0	1,425,000	0	0	0	0	0	1,425,000
Grenfell Infrastructure Fund	Hannah Scott-Youldon	46,607	0	46,607	46,607	24,796	0	0	0	0
Surge Protection Grant Funding - Protection Uplift	Julie King	277,957	421,366	699,323	653,149	60,536	0	0	0	46,174
Surge Protection Grant Funding -BRR	Julie King	76,773	-	76,773	76,773	49,266	0	0	0	0
<b>Total</b>		<b>2,328,105</b>	<b>421,366</b>	<b>2,749,472</b>	<b>1,229,298</b>	<b>231,683</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,520,174</b>
Grants - No Claims Requirement	Lead AD	*Grant Brought Forward 1 April 2021	Grant 2021/22	Total Available Grant	Spending Plan 2021/22	Comments				Balance Remaining
		£	£	£	£					£
BR losses 75% grant	Duncan Savage	4,000	0	4,000	1,333	Planned to use over 3 years 2021/22 to 2023/24				2,667
CT losses 75% grant	Duncan Savage	85,000	0	85,000	28,333	Planned to use over 3 years 2021/22 to 2023/24				56,667
Section 31 Business Rates Retention	Duncan Savage	1,309,000	0	1,309,000	1,309,000	Planned to use in 2021/22				-
Firelink	Duncan Savage	0	262,301	262,301	262,301	Planned to use on ITG Strategy Projects in 2021/22				-
New Dimensions	Hannah Scott-Youldon	26,000	27,430	53,430		Spending plan being developed				53,430
Pensions Grant	Duncan Savage	0	1,700,000	1,700,000	1,700,000	Planned to use in 2021/22				-
Responding to New Risks	Hannah Scott-Youldon	24,000	-	24,000		Spending plan being developed				24,000
<b>Total</b>		<b>1,448,000</b>	<b>1,989,731</b>	<b>3,437,731</b>	<b>3,300,968</b>					<b>136,763</b>
<b>Overall Total Grants</b>		<b>3,776,105</b>	<b>2,411,097</b>	<b>6,187,203</b>	<b>4,530,265</b>					<b>1,656,937</b>
Notes:										
* the grants brought forward are held in earmarked reserves (Appendix 7)										
** planned to spend 2022/23 and 2023/24										
*** 2021/22 grants will be added as announced by Government										

## Capital Programme 2021/22 to 2025/26

Capital Programme Expenditure 2021-22 to 2025-26									
	Total Budget	Total Previous Year's Spend	2021/22	2022/23	2023/24	2024/25	2025/26	Remaining Spend	Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Property</b>									
<b>Shared Investment Schemes</b>									
Integrated Transport Project	1,000	0	200	800	0	0	0	1,000	0
- Partner contribution	0								
<b>Integrated Transport Project net cost</b>	<b>1,000</b>	<b>0</b>	<b>200</b>	<b>800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>0</b>
<b>One Public Estate</b>									
- Heathfield	50	8	8	34	0	0	0	42	0
- Partner contribution	0								
<b>- Heathfield net cost</b>	<b>50</b>	<b>8</b>	<b>8</b>	<b>34</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>42</b>	<b>0</b>
- Lewes	251	5	0	0	246	0	0	246	0
- Partner contribution	0	0						0	0
<b>- Lewes net cost</b>	<b>251</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>246</b>	<b>0</b>	<b>0</b>	<b>246</b>	<b>0</b>
- Preston Circus	3,138	87	827	2,224	0	0	0	3,051	0
- Partner contribution	0	0						0	0
<b>- Preston Circus net cost</b>	<b>3,138</b>	<b>87</b>	<b>827</b>	<b>2,224</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,051</b>	<b>0</b>
- Uckfield	101	7	0	0	94	0	0	94	0
- Partner contribution	0	0						0	0
<b>- Uckfield net cost</b>	<b>101</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>94</b>	<b>0</b>	<b>0</b>	<b>94</b>	<b>0</b>
<b>Total Shared Investment Schemes</b>	<b>4,540</b>	<b>107</b>	<b>1,035</b>	<b>3,058</b>	<b>340</b>	<b>0</b>	<b>0</b>	<b>4,433</b>	<b>0</b>
<b>Strategic Schemes</b>									
- Replacement Fuel Tanks	492	332	160	0	0	0	0	160	0
- Partner contribution	(292)	(292)	0	0	0	0	0	0	0
<b>- Replacement fuel tanks net cost</b>	<b>200</b>	<b>40</b>	<b>160</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>160</b>	<b>0</b>
Design Guide Schemes	5,605	355	1160	1015	874	1008	1193	5,250	0
BA Chambers works	399	399	0	0	0	0	0	0	0
STC live fire Training	1,340	0	225	1115	0	0	0	1,340	0
Sustainability	277	21	131	75	50	0	0	256	0
Security	215	60	25	50	40	20	20	155	0
<b>Total Strategic Schemes</b>	<b>8,036</b>	<b>875</b>	<b>1,701</b>	<b>2,255</b>	<b>964</b>	<b>1,028</b>	<b>1,213</b>	<b>7,161</b>	<b>0</b>
<b>General Schemes</b>	<b>1,498</b>	<b>826</b>	<b>327</b>	<b>100</b>	<b>100</b>	<b>75</b>	<b>70</b>	<b>672</b>	<b>0</b>
<b>Total Property</b>	<b>14,074</b>	<b>1,808</b>	<b>3,063</b>	<b>5,413</b>	<b>1,404</b>	<b>1,103</b>	<b>1,283</b>	<b>12,266</b>	<b>0</b>
<b>Information Management</b>									
- Sussex Control Centre	1,643	1,643	0	0	0	0	0	0	0
- Grant funds	(1,643)	(1,643)	0	0	0	0	0	0	0
<b>Sussex Control Centre net cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fleet and Equipment</b>									
- Vehicle cameras	118	0	118	0	0	0	0	118	0
- Grants funds	(118)	0	(118)	0	0	0	0	(118)	0
<b>- Vehicle cameras net cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
RPE Project	1,128	1,128	0	0	0	0	0	0	0
- grant funds	(10)	(10)	0	0	0	0	0	0	0
Telemetry	70	0	70					70	0
<b>Special Projects</b>	<b>1,188</b>	<b>1,118</b>	<b>70</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>70</b>	<b>0</b>
Aerials	2,201	695	5	743	758	0	0	1,506	0
Aerial Rescue Pump	22	22	0	0	0	0	0	0	0
Fire Appliances	6,591	1,377	1,740	891	877	861	845	5,214	0
Ancillary Vehicles	2,915	480	1,149	381	391	368	146	2,435	0
Cars	1,765	281	352	290	64	272	506	1,484	0
Vans	1,670	915	126	0	179	288	162	755	0
Equipment	70	0	35	0	35	0	0	70	0
<b>Total Fleet and Equipment</b>	<b>16,422</b>	<b>4,888</b>	<b>3,477</b>	<b>2,305</b>	<b>2,304</b>	<b>1,789</b>	<b>1,659</b>	<b>11,534</b>	<b>0</b>
<b>Total Property</b>	<b>14,074</b>	<b>1,808</b>	<b>3,063</b>	<b>5,413</b>	<b>1,404</b>	<b>1,103</b>	<b>1,283</b>	<b>12,266</b>	<b>0</b>
<b>Total Expenditure</b>	<b>30,496</b>	<b>6,696</b>	<b>6,540</b>	<b>7,718</b>	<b>3,708</b>	<b>2,892</b>	<b>2,942</b>	<b>23,800</b>	<b>0</b>

## Capital Budget 2021/22

Capital Programme Expenditure	CFA 11 Feb, Budget 2021/22	Slippage from 2020/21	P & R 22/7/21	Total Budget 2021/22	Projected spend 2021/22	Variance	Variance Due to Slippage	Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%
<b>Property</b>								
<b>Shared Investment Schemes</b>								
Integrated Transport Project	180	20		200	160	(40)	(40)	(20.0)
- Partner contribution								
<b>Integrated Transport Project net cost</b>	<b>180</b>	<b>20</b>	<b>0</b>	<b>200</b>	<b>160</b>	<b>(40)</b>	<b>(40)</b>	<b>(20.0)</b>
<b>One Public Estate</b>								
- Uckfield				0	0	0	0	0.0
- Partner contribution								
<b>- Uckfield net cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>
<b>One Public Estate</b>								
- Heathfield		8		8	8	0	0	0.0
- Partner contribution								
<b>- Heathfield net cost</b>	<b>0</b>	<b>8</b>	<b>0</b>	<b>8</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>0.0</b>
- Preston Circus	750	77		827	35	(792)	(792)	(95.8)
- Partner contribution								
<b>- Preston Circus net cost</b>	<b>750</b>	<b>77</b>	<b>0</b>	<b>827</b>	<b>35</b>	<b>(792)</b>	<b>(792)</b>	<b>(95.8)</b>
<b>Total Shared Investment Schemes</b>	<b>930</b>	<b>105</b>	<b>0</b>	<b>1,035</b>	<b>203</b>	<b>(832)</b>	<b>(832)</b>	<b>(80.4)</b>
<b>Strategic Schemes</b>								
- Replacement Fuel Tanks	193	27		160	160	0	0	0.0
- Partner contribution	0	(60)		0	0	0	0	0.0
<b>- Replacement fuel tanks net cost</b>	<b>193</b>	<b>(33)</b>	<b>0</b>	<b>160</b>	<b>160</b>	<b>0</b>	<b>0</b>	<b>0.0</b>
Design Guide Schemes	1,335	(175)		1,160	510	(650)	(650)	(56.0)
STC Live Fire Training	200	25		225	30	(195)	(195)	(86.7)
Sustainability	100	31		131	45	(86)	(86)	(65.6)
Security	20	5		25	13	(12)	(12)	(48.0)
<b>Total Strategic Schemes</b>	<b>1,848</b>	<b>(147)</b>	<b>0</b>	<b>1,701</b>	<b>758</b>	<b>(943)</b>	<b>(943)</b>	<b>(55.4)</b>
<b>General Schemes</b>	<b>227</b>	<b>100</b>		<b>327</b>	<b>160</b>	<b>(167)</b>	<b>(167)</b>	<b>(51.1)</b>
<b>Total Property</b>	<b>3,005</b>	<b>58</b>	<b>0</b>	<b>3,063</b>	<b>1,121</b>	<b>(1,942)</b>	<b>(1,942)</b>	<b>(63.4)</b>
<b>Fleet and Equipment</b>								
<b>Telemetry</b>								
- Telemetry	70			70	70	0	0	0.0
<b>Special Projects</b>	<b>70</b>	<b>0</b>	<b>0</b>	<b>70</b>	<b>70</b>	<b>0</b>	<b>0</b>	<b>0.0</b>
Aerial Rescue Ladder		5		5	5	0	0	0.0
Fire Appliances	1,461	279		1,740	1740	0	0	0.0
Ancillary Vehicles	1,149			1,149	443	(706)	(706)	(61.4)
Cars	316		36	352	329	(23)	(23)	(6.6)
Vans	104	22		126	126	0	0	0.0
Equipment			35	35	35	0	0	0.0
<b>Total Fleet and Equipment</b>	<b>3,100</b>	<b>306</b>	<b>71</b>	<b>3,477</b>	<b>2,748</b>	<b>(729)</b>	<b>(729)</b>	<b>(21.0)</b>
<b>Total Expenditure</b>	<b>6,105</b>	<b>364</b>	<b>71</b>	<b>6,540</b>	<b>3,869</b>	<b>(2,671)</b>	<b>(2,671)</b>	<b>(40.8)</b>

## Engineering Capital Budget 2021/22

	CFA 11 Feb,Budget 2021/22	Slippage from 2020/21	P & R 22/7/21	Total Budget 2021/22	Projected spend 2021/22 Reported	Variance	Variance due to slippage	Variance
	£	£	£	£	£	£	£	%
<b>Aerial Appliances</b>								
Aerial Ladder Platform GX04BMY STN 76		5,000		5,000	5,000	0	0	0.0
<b>Fire Appliances</b>								
Appliances 19/20 GX05ABZ		9,000		9,000	9,000	0	0	0.0
Replace GX56NWP	195,800	90,000		285,800	285,800	0	0	0.0
Replace GX57EUK	195,700	90,000		285,700	285,700	0	0	0.0
Replace GX57EUR	195,600	90,000		285,600	285,600	0	0	0.0
Replace GX57EUN	291,300			291,300	291,300	0	0	0.0
Replace GX57EUP	291,300			291,300	291,300	0	0	0.0
Replace GX57EUT	291,300			291,300	291,300	0	0	0.0
<b>Ancillary Vehicles</b>								
Replacing Y87GNJ GP Truck Stn 84								
Replace Land rover GX02AZO								
Animal Rescue GX51 UBM	145,000			145,000	145,000	0	0	0.0
Replacing Land Rover GX03 AXM	100,000			100,000	100,000	0	0	0.0
Wildfire Vehicle 2019/20 GX53AZU	98,000			98,000	98,000	0	0	0.0
Wildfire Vehicle GX53 AZV	100,000			100,000	100,000	0	0	0.0
Replacing foam special (OSU) OU04 VNW	200,000			200,000	0	(200,000)	(200,000)	(1.0)
Replace GX56NWR	253,000			253,000	0	(253,000)	(253,000)	(1.0)
Replace GX56NWS	253,000			253,000	0	(253,000)	(253,000)	(1.0)
<b>Cars 21-22</b>								
GV18ABF	40,500			40,500	40,500	0	0	0.0
GX15JUY	28,700			28,700	28,700	0	0	0.0
GX15JVA	28,700			28,700	28,700	0	0	0.0
GX15JVC	28,700			28,700	28,700	0	0	0.0
GX15JVD	28,600			28,600	28,600	0	0	0.0
GX15JVE	28,600			28,600	28,600	0	0	0.0
GX15JVF	28,600			28,600	28,600	0	0	0.0
GX15JVG	28,600			28,600	28,600	0	0	0.0
GX15JVH	28,600			28,600	28,600	0	0	0.0
GX64DXE	11,600			11,600	11,600	0	0	0.0
GX64DXF	11,600			11,600		(11,600)	(11,600)	(1.0)
GX64DXG	11,600			11,600		(11,600)	(11,600)	(1.0)
GX64DXH	11,600			11,600	11,600	0	0	0.0
Pool Cars			36,000	36,000	36,000	0	0	0.0
<b>Vans</b>								
Vans 20/21 - GX15 JJK SSO van		5,000		5,000	5,000	0	0	0.0
Vans 20/21 - Station Van (76 Shift)		17,000		17,000	17,000	0	0	0.0
GX64DXZ	14,900			14,900	14,900	0	0	0.0
GX64DYA	14,900			14,900	14,900	0	0	0.0
GX64DYB	14,900			14,900	14,900	0	0	0.0
GU16LVH	41,600			41,600	41,600	0	0	0.0
New Station Van 6	17,700			17,700	17,700	0	0	0.0
<b>Equipment</b>			35,000	35,000	35,000	0	0	0.0
<b>Telemetry</b>	70,000			70,000	70,000	0	0	0.0
<b>Total Fleet and Equipment</b>	<b>3,100,000</b>	<b>306,000</b>	<b>71,000</b>	<b>3,477,000</b>	<b>2,747,800</b>	<b>(729,200)</b>	<b>(729,200)</b>	<b>(21.0)</b>

## Reserves 2021/22

Description	Opening Balance	2021/22	2021/22	2021/22	2021/22	2021/22	2021/22	2021/22	Projected Closing Balance
	01/04/2021	Original Planned Transfers In	Original Planned Transfers Out	Original Planned Transfers Net	Forecast Transfers In	Forecast Transfers Out	Forecast Transfers Net	Net Change	at Month 4
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Earmarked Reserves</b>									
Business Rate Pool Reserve	319	0	(50)	(50)	0	(50)	(50)	0	269
Business Rates Retention Pilot - economic development	86	0	(86)	(86)	0	(86)	(86)	0	0
Business Rates Retention Pilot - financial stability	112	0	0	0	0	0	0	0	112
Capital Programme Reserve	2,209	500	0	500	500	0	500	0	2,709
Covid-19	170	0	0	0	0	(170)	(170)	(170)	0
ESMCP ESFRS readiness	1,425	0	(713)	(713)	0	0	0	713	1,425
ESMCP Regional Programme	309	0	(307)	(307)	0	(260)	(260)	47	49
Improvement & Efficiency	546	286	(300)	(14)	286	(599)	(313)	(299)	233
Insurance	249	0	0	0	0	0	0	0	249
ITG Strategy	4,137	565	(2,016)	(1,451)	565	(2,016)	(1,451)	0	2,686
Mobilising Strategy	2,425	0	(846)	(846)	0	(2,425)	(2,425)	(1,579)	0
People Strategy	40	0	(40)	(40)	0	(40)	(40)	0	0
Sprinklers	640	0	(347)	(347)	0	(347)	(347)	0	293
BRR - Protection Uplift - Accreditation & RPL	23	0	0	0	0	(23)	(23)	(23)	0
BRR - Protection Uplift - Building Risk Review	77	0	0	0	0	(77)	(77)	(77)	0
BRR - Protection Uplift - Genfell / Infrastructure	47	0	0	0	0	(47)	(47)	(47)	0
BRR - Protection Uplift - Protection	278	0	0	0	0	(278)	(278)	(278)	0
Business Rate Tax Income Guarantee Scheme (75%)	4	0	0	0	0	(1)	(1)	(1)	3
Council Tax Income Guarantee Scheme (75%)	85	0	0	0	0	(28)	(28)	(28)	57
New Dimensions Grant	26	0	0	0	0	(26)	(26)	(26)	0
Pensions Administration	47	0	0	0	0	(47)	(47)	(47)	0
Responding to New Risks	24	0	0	0	0	(24)	(24)	(24)	0
S31 Business Rate Retention Reliefs	1,309	0	(1,309)	(1,309)	0	(1,309)	(1,309)	0	0
Carry Forwards	386	0	0	0	0	(386)	(386)	(386)	0
<b>Total Earmarked Reserves</b>	<b>14,973</b>	<b>1,351</b>	<b>(6,014)</b>	<b>(4,663)</b>	<b>1,351</b>	<b>(8,240)</b>	<b>(6,889)</b>	<b>(2,226)</b>	<b>8,084</b>
<b>General Fund</b>	<b>1,960</b>	<b>210</b>	<b>0</b>	<b>210</b>	<b>210</b>	<b>(257)</b>	<b>(47)</b>	<b>(257)</b>	<b>1,913</b>
<b>Total Revenue Reserves</b>	<b>16,933</b>	<b>1,561</b>	<b>(6,014)</b>	<b>(4,453)</b>	<b>1,561</b>	<b>(8,497)</b>	<b>(6,936)</b>	<b>(2,483)</b>	<b>9,997</b>
Capital Receipts Reserve	6,028	472	(5,991)	(5,519)	472	(3,755)	(3,283)	2,236	2,745
<b>Total Capital Reserves</b>	<b>6,028</b>	<b>472</b>	<b>(5,991)</b>	<b>(5,519)</b>	<b>472</b>	<b>(3,755)</b>	<b>(3,283)</b>	<b>2,236</b>	<b>2,745</b>
<b>Total Usable Reserves</b>	<b>22,961</b>	<b>2,033</b>	<b>(12,005)</b>	<b>(9,972)</b>	<b>2,033</b>	<b>(12,252)</b>	<b>(10,219)</b>	<b>(247)</b>	<b>12,742</b>

## EAST SUSSEX FIRE AND RESCUE SERVICE

<b>Meeting</b>	Fire Authority
<b>Date</b>	2 September 2021
<b>Title of Report</b>	2022/23 to 2026/27 Strategic Service Planning and Medium Term Financial Plan
<b>By</b>	Duncan Savage, Assistant Director Resources/Treasurer
<b>Lead Officer</b>	Parmjeet Jassal, Interim Finance Manager

<b>Background Papers</b>	<p>Revenue and Capital Budget 2021/22 and Capital Programme 2021/22 to 2025/26 Monitoring at Month 4 (end July).</p> <p>Bank Of England Quarterly Monetary Policy Report August 2021.</p> <p>Fire Authority Service Planning processes for 2021/22 and beyond – Revenue Budget 2021/22 and Capital Asset Strategy 2021/22 to 2025/26</p>
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<b>Appendices</b>	<ol style="list-style-type: none"> <li>1. Refreshed Medium Term Financial Plan 2022/23 to 2026/27</li> <li>2. LGA / NFCC CSR Submission 2022</li> </ol>
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### Implications

<b>CORPORATE RISK</b>		<b>LEGAL</b>	
<b>ENVIRONMENTAL</b>		<b>POLICY</b>	✓
<b>FINANCIAL</b>	✓	<b>POLITICAL</b>	✓
<b>HEALTH &amp; SAFETY</b>		<b>OTHER (please specify)</b>	
<b>HUMAN RESOURCES</b>		<b>CORE BRIEF</b>	

<b>PURPOSE OF REPORT</b>	To roll forward the Fire Authority’s medium term service planning strategy and medium term financial plan for 2022/23 to 2026/27.
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<b>EXECUTIVE SUMMARY</b>	Whilst the main purpose of this report is to set the financial context for the service planning process, through an update of the Medium Term Finance Plan (MTFP), the fundamental aim of the process is to determine how best to deliver the Authority’s Purpose and Commitments, the IRMP and the
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targets and priorities that underpin them, within the context of the current estimate of available financial resources for the period 2022/23 to 2026/27.

Closer alignment of business and resource (including finance) planning is necessary to ensure that the Authority can continue to deliver its corporate strategy and Integrated Risk Management Plan (IRMP) outcomes more effectively. This will continue for the 2022/23 budget setting process.

There remains uncertainty about the future of local government funding and this has only been increased as a result of the current Covid-19 pandemic. The Government has commenced a comprehensive spending review (CSR) covering a 3 year period from 2022/23. The fire sector has made a strong submission to CSR but the timetable is unclear and it is unlikely that the outcome will be known until later in the autumn with the provisional settlement expected in late December. It remains possible that the Government will opt for a further one year settlement, given the broader economic uncertainty, which will not aid planning over the medium term. Nationally the sector remains reliant on significant one off funding investment in protection services, and locally forecasting of future income from Council Tax and Business Rates remains limited. This makes planning for the 2022/23 budget and beyond extremely difficult.

In this uncertain context this report seeks to identify the potential scale of the financial challenge facing the Authority over the next five years, but particularly for 2022/23. It builds on the existing Medium Term Finance Plan (MTFP) mid-case scenario (flat cash) and updates the assumptions that underpin it where that is possible, highlighting emerging pressures and potential risks. The revised MTFP indicates a revised funding gap of up to £2.536m in 2022/23, reducing to £1.140m in 2026/27. It is assumed that the pensions grant will be rolled into base budget 2022/23 onwards, which provides certainty of funding but also subjects it to potential fluctuations in future settlements. A new best case scenario based on a cash real (i.e. cash plus inflation) is also modelled.

The Authority will need to continue to drive, through the service and budget planning process, identification of pressures and new bids for funding, and cashable efficiencies sufficient to provide the Authority with options to balance the budget in 2022/23 and beyond. However it is clear that if the scale of the potential financial challenge facing the Authority is as set out in this paper that efficiencies alone will not be sufficient to bridge the funding gap. The Authority will therefore need to consider a wider range of options beyond its Efficiency Strategy. This will enable the Authority, as far

as is possible, to make informed choices about both balancing its budget over the medium term and delivering efficient and effective services once the position for 2022/23 and beyond is clearer.

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**RECOMMENDATION**

The Fire Authority is asked to:

- (i) Approve the updated Medium Term Financial Plan for 2022/23 to 2026/27 and its underlying assumptions;
  - (ii) Consider and comment upon the risks set out in section 4.6;
  - (iii) Consider whether the provision for future pay increases should be reduced to the sector average of 2% pa;
  - (iv) Consider their policy preferences for Council Tax, should the Government set the referendum threshold higher than the 2% currently included in the MTFP
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**1. MEDIUM TERM SERVICE PLANNING**

1.1 Whilst the main purpose of this report is to set the financial context for the service planning process, through an update of the MTFP, the fundamental aim of the process is to determine how best to deliver the Authority's Purpose "to make our communities safer", its supporting commitments, its Integrated Risk Management Plan (IRMP) 2020-25, and the targets and priorities that underpin them, within the available resources. This process has become even more important in recent years in the light of the sustained reduction in public sector funding and the consequent need to deliver significant savings over the period of the MTFP.

1.2 Members and officers will need to ensure that the service planning process, which is driven through our purpose and commitments and the IRMP, delivers sustainability in the medium term for both the revenue and capital budgets, and the Service as a whole. Officers continue to develop the service planning process to ensure that strategic planning and resource allocation processes (including financial planning/budget setting) are better aligned, ensuring that agreed policy priorities and key outcomes are properly resourced and can be delivered more efficiently and effectively. As a result of this any proposed new pressures, savings and investments will be included in future reports for Member approval.

**2. ECONOMIC OUTLOOK**

2.1 There remains uncertainty for UK and global economies due to the global Covid-19 pandemic, however they show signs of recovery as Covid-related restrictions were lifted in several countries. UK GDP is expected to have risen by 5% in quarter 2 2021 and is expected to rise during the remainder of the year, with the

pace slowing over this time. The Bank of England's Monetary Policy Committee (MPC) forecasts that GDP will reach its 2019 quarter 4 pre-Covid level by 2021 quarter 4. The unemployment rate has fallen over the past two quarters, but remains about 1% higher than pre-Covid levels.

- 2.2 CPI inflation rose to 2.5% in June, above the Monetary Policy Committee's (MPC) 2% target, and is expected to rise to 4% in the near term due to expected increases in relation to energy and other goods prices. This is expected to be temporary and is expected to fall back to closer to the 2% target during 2022. Interest rates are not expected to rise from their historic low of 0.1% for the next year.

### **3. NATIONAL FUNDING ISSUES**

- 3.1 There is considerable uncertainty in the national funding arena. Following the end of the previous four year funding settlement in 2019/20 the Government has approved two one year settlements (for 2020/21 and 2021/22). Whilst these have been more positive for the fire sector nationally than had been anticipated with real terms increases in the settlement funding assessment (SFA) they have not enabled effective planning over the medium term. Despite the range of measures put in place by Government through 2020/21 and 2021/22 to address the impact of the Covid-19 pandemic on both local authority costs and income, this continues to be a significant issue, albeit the impact on fire authorities has been less significant.
- 3.2 CSR 2021 is expected to set UK Government departments' revenue budgets for three years, although it is possible that a further one year settlement may be agreed instead. The exact timetable for the review is not clear, but, the joint NFCC/LGA submission 2022 for fire has already been submitted and is included at Appendix 2 (to follow). The Provisional Local Government Finance Settlement is not expected to be announced until late December when budget plans are close to being finalised ready for Authority consideration in mid-February.
- 3.3 The funding envelope and other parameters for CSR have yet to be announced but it is likely that the Government will seek to continue to deliver on the commitments to level up and invest in the priorities of the British people. Given the split of fire funding across both the Home Office (HO) and Ministry of Housing, Communities and Local Government (MHCLG), the sector is competing against other policy commitments e.g. for policing and the Border Force and local government more generally.
- 3.4 The uncertainty continues with both the Formula Funding review (FFR) and Business Rates Reform (BRR) which will not now be implemented with effect from 2022/23.
- 3.5 The fire fighters pension grant was provided in 2019/20 in order to mitigate most of the increase in the employer contribution rate following the most recent valuation process. This one off grant was extended into 2020/21 and 2021/22 and will be considered as part of CSR. At CSR 20, Government committed that the grant will roll into the base budget from 2022/23 at current funding levels, which is welcome as it provides more certainty but it does subject the funding to

annual settlement fluctuations. The current MTFP assumes that funding continues at the current level of £1.7m.

- 3.6 Whilst there is uncertainty on the cost and funding of the remedy resulting from the Sargeant case (initial estimate of historic liability approx. £5m, ongoing costs £0.9m p.a.), it is expected that this will be picked up in the next quadrennial review and impact on employer contributions from 2024/25. The Authority will be directly liable for the cost of any Injury to Feelings claims and any additional administrative costs of implementing the remedy. A Pension Administration grant of £47,000 is being held in reserves to fund expected pension administration software upgrade costs resulting from remedy implementation. No financial impact is reflected in the MTFP and the sector position is that any additional cost should be funded by Government.
- 3.7 A new Covid-19 grant was awarded to alleviate an increase in expenditure and shortfall in income relating to Covid-19. £137,000 (tranche 1) was allocated towards the end of 2019/20 plus allocations for 2020/21 totalled £865,023.69 (£633,000 (tranche 2), £129,447 (formulae bid) and £102,438.69 (second round formulae share). The unspent amount of £170,000 was brought forward into 2021/22 via reserve and expected to be used in full during the current financial year. It appears unlikely at this stage that any further grant to support the ongoing costs of the pandemic will be forthcoming.
- 3.8 In 2020/21, the Government launched a compensation scheme which provided for net budgeted fees and charges income loss due to the impact of Covid19 in accordance with the scheme principles, which generated £50,000. Details of the 2021/22 scheme were recently released along with an invitation to claim for fees and charges income loss April to July 2021. The Scheme is not being extended beyond July 2021.
- 3.9 Surge Protection Grant Funding of £510,000 was awarded specifically to deal with inspections for high rise buildings and other high risk buildings by December 2021 and investment on broader protection capacity post Grenfell. A further allocation of £421,366 has recently been awarded. In addition, one-year Grenfell Infrastructure Fund with an allocation of £67,944 is to help support FRS to put in place a local Grenfell Inquiry recommendations co-ordination function which will help co-ordinate local activity and support the national work led by the NFCC; drive progress on local improvements and ensure funding for smoke-hoods and other technical investments. CSR will consider whether any of this funding will be baselined to sustain improvements in Business Fire Safety and reflect the impact of changes in legislation, on the fire service, post Grenfell Tower. This is a key element of the LGA / NFCC CSR submission.
- 3.10 There has been no provision for capital or transformation grants within the fire sector since 2015/16. The fire sector CSR submission highlights the need for new capital funding to replace end of life national resilience assets for which there is no local provision. The cost of replacing those assets current allocated to this Authority is estimated at approximately £1m.

#### 4. **LOCAL POSITION**

## 4.1 **Medium Term Finance Plan**

4.1.1 The MTFP was previously updated when the 2021/22 Budget was set in February 2021. At that stage there was forecast to be a balanced budget for 2021/22 but given the level of uncertainty about future funding we modelled a range of scenarios which highlighted the potential need to make further savings of between £0.326m (mid-case scenario) and £2.528m (worst case scenario) by 2025/26. The refreshed MTFP (mid-case scenario) is included at Appendix 1 which indicates a revised funding gap of up to £2.536m in 2022/23, reducing to £1.140m in 2026/27.

4.1.2 In preparing the refreshed MTFP, the main issues considered are set out in the following paragraphs, but we have adopted the mid-case scenario, which was based on a cash flat / no increase in Settlement Funding Assessment (SFA) (a combination of funding from business rates and core grant i.e. RSG). Two further options are considered: best case scenario where SFA increases by 2% (CPI) and worst case scenario where SFA reduces by 5% year on year. The Authority must also consider the risks set out in paragraph 4.6 below when considering its financial planning.

## 4.2 **Expenditure**

4.2.1 The level of pay award for the Fire & Rescue Service will be determined nationally through the National Joint Council (NJC). The refreshed MTFP reflects the full year effect of the 1.5% pay award agreed for Grey book staff for 2021/22 where no provision for a pay award was made in the budget (in line with the Government's national pay freeze) and 2.5% provision for pay inflation for all staff for 2022/23 and thereafter for the duration of the MTFP. The FBU has agreed a 1.5% increase for its members in 2021/22 and the outcome of negotiations for staff on green book terms and conditions is awaited. For each 0.5% increase in pay-award, this is equivalent to £141,000 on the employee base 2021/22. The sector's CSR submission makes it clear that any pay award above 2% is unaffordable, however to be prudent and recognising there is pressure in the system the provision continues at 2.5% and should the pay award 2022/23 be lower could release around £141,000 towards other priorities. Analysis carried out by the NFCC Finance Co-ordination Committee (NFCC FCC) indicates that the average provision for future pay awards across the sector is 2% which is in line with the level the LGA / NFCC CSR submission deems affordable. It is recommended that the Authority revises its assumption for future pay awards down to 2% in line with that sector norm on the grounds of affordability. This would reduce forecast pay costs in the MTFP by £2.214m by 2026/27.

4.2.2 The MTFP currently provides 1.00% price inflation on goods and services in 2021/22 and at 2.00% per annum 2022/23 onwards in line with the Bank of England's target. Each 1% increase in prices is equivalent to £121,000. We will work with the procurement team to assess the level of indexation on our major contracts and understand whether a more sophisticated approach to making provision for inflation can be developed.

4.2.3 To provide Senior Leadership Team (SLT) with flexibility in managing budget in-year there is a Corporate Contingency included in the Revenue Budget and MTFP. This is set at £341,000 for 2021/22, falling to £310,800 in 2022/23 before rising slowly to £336,400 by 2025/26.

### 4.3 **Emerging Pressures**

4.3.1 The following emerging pressures have been identified through the financial position reported to Policy & Resources Panel in July and subsequent budget monitoring.

**Covid 19:** The immediate financial impacts of Covid 19 in 2019/20 and 2020/21 have been funded (whole or in-part) by grant from Government. These included increased expenditure on PPE, staffing, shortfalls in fees and charges income and delays to capital projects resulting in significant revision to the Capital Programme. Covid 19 will continue to impact on the Authority's finances during 2021/22 where impact on both the Business Rate and Council Tax Collection Funds will be felt. There is currently £170,000 Covid grant held in reserve which is anticipated to be utilised in the current year.

There is also a risk the amounts payable under the Government's compensation schemes for council tax and business rates income are lower than budgeted figures and will need to be revised as a result, both for current and future years. The compensation scheme guidance came out late and not all information from the Districts and Boroughs was received in time for budget setting. Grant letters received recently from CLG indicate significant reductions in compensation for council tax reduction (£85,000 compared to £147,000 budgeted in total over 3 years) and compensation for business rates (£4,000 compared to £93,000 budgeted in total over 3 years). We are investigating the causes for these reductions with the Districts and Boroughs and will advise SLT / Members in due course. Latest information indicates that CLG may revise the basis of the grant calculation and updated information from billing authorities has been provided to CLG via NNDR3 returns. The revised MTFP assumes a reduction of £51,000 in 2022/23 and 2023/24.

**Pension Costs:** There is continued uncertainty on the cost and funding of the remedy from the Sargeant case (initial estimate of historic liability approx. £5m, ongoing costs £0.9m p.a.). For the latter it is now understood that the cost will impact through the next quadrennial scheme valuation i.e. from 2024/25 onwards. The Authority will be directly liable for the cost of any Injury to Feelings claims and any additional administrative costs of implementing the remedy. A Pension Administration grant of £47,000 is being held in reserves to fund expected pension administration software upgrade costs resulting from remedy implementation.

#### **Pay Award 2021/22:**

There was no allowance made for an increase in all pay conditions in the budget following the Government's call for a pay freeze which causes an estimated ongoing funding issue of around £440,000 (full year) in 2021/22 plus inflation which is included in the MTFP refresh. Negotiations have concluded between

unions and pay awarding bodies resulting in a 1.5% pay award for staff on gold and grey book terms and conditions. The outcome of pay-award negotiations for green book staff is awaited, with the latest employer offer being 1.75%.

Options for funding the immediate 2021/22 estimated pressures of £356,000 (adjusted for grey book pay award effective from 1 July) in the current financial year included identifying additional savings to those already included in the 2021/22 budget of £504,000 or use of general fund reserves. To avoid increasing savings targets at short notice and causing adverse impacts on service delivery, the use of general fund balances was approved by P&R Panel on 22 July. However, the general fund will need replenishing to return to the policy minimum of 5% of the net revenue budget which is built into the MTFP refresh at £442,000.

**IRMP:** as the IRMP implementation plans are developed, it is possible that additional revenue and capital implications may be identified, and changes to implementation timelines may also affect delivery of savings. The IRMP financials, approved by CFA in September 2020, has been refreshed taking into account factors such as items not previously in scope but now required and differences in timing in implementation.

**P21 / Joint Fire Control (JFC):** as P21 progresses toward its planned go live at the end of September 2021, the revenue costs of the resulting JFC are being reviewed and updated. This includes proposals for increased staffing as a result of the Grenfell Tower Action Plan. There is a risk that this will result in both an in year and ongoing revenue cost pressure as reflected in the MTFP refresh.

**Resources Management Team:** An ongoing pressure of £60,000 per annum is anticipated due to the Control Room Resources Management Team receiving 10% allowances from 1 October, which were not originally budgeted for and are now reflected in the MTFP refresh.

**Savings Programme 2021/22:** Current projections show we have delivered or are on course to deliver £479,000 (95%) of the savings programme £504,000 whilst the reduction in admin cost saving of £25,000 (5%) linked to the introduction of the HSV part of the CRM project will not be delivered in the current financial year.

**CRM:** Total saving built into the February 2021 CFA CRM paper is £155,000 per annum, of which £50,000 for Safer Communities admin saving is already built into the current MTFP. The net additional saving of £105,000 saving is reflected in the MTFP refresh 2022/23 onwards along with a pressure on ITG revenue cost of £15,000.

**Ill Health Retirements:** The 2021/22 pressure of £47,000 is due to previously approved ill health retirements (IHRs) where costs are spread over three financial years. These are not controllable costs and it is likely the pressure will increase during the year once IHRs in the pipeline are confirmed, therefore, a £120,000 pressure is reflected in the MTFP refresh for three years.

#### 4.4 Capital Strategy

4.4.1 The Authority has been conducting a number of reviews that will impact on its future investment plans and potentially its future revenue costs:

- **IT Strategy Refresh 2020-25** – this was approved last year and is being reviewed and updated at a project level, taking into account actual costs and timing of delivery. Further work is required to determine what projects within the Strategy could be treated as capital.
- **Fleet & Equipment** – this strategy is under review and the review of special appliances is expected to be reported to SLT in the autumn. The intention is to contain any changes within the existing scheme budgets. Proposals to reclassify some spend on equipment carried by appliances from revenue to capital may be considered.
- **Estates** - The impact of Brexit, Covid-19 and the Suez blockage are holding up construction projects across the nation. The dwindling supplies along with increased costs and long delivery times being experienced by the construction industry could impact on the Capital Programme. The Estates team are working to understand the potential financial impact and it is likely that this will become evident as we move planned projects through procurement to delivery during the year. This work is being conducted alongside a review of the cost and delivery profile of the Estates Strategy along with the associated savings targets already built into the MTFP. This analysis will be fed into the budget setting process through the autumn.

The Authority will need consider the funding implications, including capital investment requirements that result in its budget proposals and MTFP. For every £1m borrowed, this will cost an estimated £60,000 - £70,000 per annum in interest payments and Minimum Revenue Provision (MRP) to repay the loan upon maturity. In addition the Capital Asset Strategy will be extended from five years to ten to give better visibility of future capital investment needs and to understand what a baseline of capital investment will cost once the current additional investment in estate and fleet is complete. Officers will explore the potential to fund this baseline investment through revenue contributions with new borrowing only utilised for new projects.

## 4.5 Reserves and Balances

4.5.1 Reserves and balances are held in accordance with the Authority's agreed policy. The planned use of reserves and balances will be reviewed as part of the service planning process in light of the savings requirement, any changes to the Capital Strategy, the outcome of grant funding bids to Government, and, the need to fund the costs of up-front investment to support the delivery of savings proposals.

4.5.2 The level of reserves held is expected to reduce significantly over the next five years and by 2026/27 is forecast to comprise primarily an unallocated risk provision of £2.125m (General Balance 85.4% of total reserves and 5.2% of the total General Fund Revenue Budget in 2026/27) and no resources to fund the Capital Strategy without recourse to borrowing. The cost of returning General

Balances to their 5% policy minimum level is built into the MTFP refresh at £442,000.

## **4.6 Risks**

4.6.1 There are a range of risks that have the potential to impact on the Authority's ability to deliver its budget plans over the medium term to which Members must give consideration, some of which are discussed in more detail elsewhere in this paper, primarily:

- Our ability to identify and deliver the savings required to balance the budget over the medium term through the Efficiency Strategy and the Integrated Risk Management Plan (IRMP);
- The impact of additional budget pressures for example those arising from new Response and Resilience and Prevention and Protection Strategies and any proposals for investment to support the achievement of carbon reduction;
- The significant costs likely to arise from the remedy to the successful legal challenge to the transitional arrangements for the FPS 2015 (increased employers contributions, compensation and administrative costs) and a number of other pensions cases, and a lack of clarity on whether the Government will fund those costs;
- Increased reliance on borrowing to fund future capital investment from 2022/23 onwards and the resulting impact on the revenue budget;
- The impact on Covid 19 on income from Council Tax and Business Rates and potential ongoing cost pressures e.g. additional cleaning, loss of Treasury Management income, loss on commercial training income;
- Lack of clarity about the financial impact of the national Emergency Service's Mobile Communication Programme;
- The potential for a national pay award to exceed the provision in the budget;
- Uncertainty about future governance and funding including:
  - o the three year Comprehensive Spending Review
  - o the impact of the Fairer Funding Review
  - o proposals for review of business rates
- The potential impact of the UK's departure from the EU on the cost of goods and services;
- The impact of local growth and additional housing, road and commercial risks;
- Any further development of local devolution proposals;

- Any further proposals by the Government or the Police & Crime Commissioner locally for changes to fire service governance in Sussex;
- Outcomes for the fire service nationally and locally from the HMICFRS inspection process;
- The impact of the Building and Fire Safety Bills on fire service responsibilities and the resultant costs of compliance / delivery.

## 4.7 **Financing**

### **Council Tax Increase**

- 4.7.1 It is assumed the Authority will increase council tax by 1.99% for the duration of the MTFP following the council tax referendum threshold set at 2% for fire authorities in 2021/22. Through CSR the sector is lobbying for precept flexibility of £5 in order to improve local flexibility and financial sustainability without the need for a costly referendum.
- 4.7.2 If the Government was to allow an increase in the council tax referendum threshold to 3%, this would generate estimated additional CT precept of £286,108 whilst a change to £5 per council tax payer would result in an additional £893,358 in 2022/23. The Additional council tax flexibility will be a key ask within the LGA / NFCC CSR submission. The Authority is ask to consider its policy preferences for Council Tax, should the Government set the referendum threshold higher than the 2% currently included in the MTFP.

### **Council Tax Base**

- 4.7.3 Although there is currently limited information coming from the billing authorities, given the uncertainty and impact of Covid-19 on the economy, the tax base is expected to gradually increase following the reduction in the current financial year. In the MTFP, we have assumed that growth in Council Tax base will continue at the current assumption of 0.5% in 2022/23, 0.75% in 2023/24, followed by a 1% year on year growth 2024/25 onwards meaning the estimated council tax income remain unchanged. There is currently no commitment from Government to compensate local authorities for the impact of Covid-19 on the council tax base beyond 2021/22.
- 4.7.4 Billing authorities are required to review their Local Council Tax Reduction Schemes (LCTRS) annually and consult on any proposed changes. A detailed report on proposed changes by Lewes DC and Rother DC is included elsewhere on this agenda and the forecast cost of £51,000 built into the MTFP. Details of any proposed changes by Brighton and Hove CC are awaited. No changes are proposed by Eastbourne BC, Hastings BC and Wealden DC.

### **Council Tax and Business Rates Collection Funds**

- 4.7.5 It is highly likely the collection funds for council tax and business rates will be affected by Covid-19 and will impact on 2022/23 allocations. At this early stage we do not have sufficient information to assess collection rates for 2021/22 and

the impact on the collection fund for 2022/23 and have therefore assumed there will be neither a surplus nor deficit in addition to the impact of accounting for the 2020/21 deficit through 2021/22 to 2023/24. We will be working with the billing authorities and other major preceptors in East Sussex to improve financial monitoring and forecasting.

### **Business Rates**

- 4.7.6 Business rates income is based on the mid case scenario where total Settlement Funding Assessment is at the same rate / cash flat year on year and this continues for the life of the MTFP.

### **4.8 Savings Plans and Efficiency Strategy**

- 4.8.1 Between 2010/11 and 2020/21 the Authority has made savings of approximately £10.5m. In 2017 the Authority determined to take a more holistic and strategic approach to delivering efficiencies that moved beyond previous approaches that had focussed on delivering savings necessary to balance the revenue budget. Officers remain committed to delivering on this approach, but it is clear that the enabling activities, for example CRM, Firewatch and Business Intelligence projects, as well as partnership projects such as ITF have required increased investment and longer delivery times to put in place. Alongside delivery activity SLT and project boards continue work to identify and deliver improved return on investment and increased cashable efficiencies.

The current budget and MTFP commits the Authority to review the following areas for their potential to deliver efficiencies for 2022/23 onwards:

- Community Safety – alternative delivery models
- Primary Authority – further development of income opportunities
- IT Outsource contract review / option to extend
- CRM / Firewatch / Process Digitisation
- Review of Senior / Middle Management
- Administration Review
- Fleet & Equipment Strategy
- ITF Shared Transport function
- P21 / Tripartite Mobilising Service– operational / joint working efficiencies
- Capital Asset Strategy sustainability

The outcomes from these reviews will be built into budget setting through the autumn.

- 4.8.2 However it is clear that if the scale of the potential financial challenge facing the Authority is as set out in this paper that efficiencies alone will not be sufficient to bridge the funding gap. The Authority will therefore need to consider a wider range of options beyond its Efficiency Strategy and this will include:

- Opportunities to reduce costs by 5 / 10 / 15 % across all services as part of the budget setting process

- Reducing its ambition to invest through its Estates, IT and Fleet & Equipment Strategies
- The use of reserves to smooth the savings requirements in the early years of the MTFP (albeit the Authority has fully committed its Earmarked Reserves and its General Balances are currently at / below its agreed Policy minimum)
- The need to revisit its IRMP for 2020-25

4.8.3 Proposals will be developed through the budget setting and service planning process and reviewed for impact and deliverability through Star Chambers before presentation to SLT in November. These proposals will be reported to the Authority in January and February 2022 for review and approval.

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## REFRESHED MEDIUM TERM FINANCIAL PLAN 2022/23 - 2026/27

	Year 1	Year 2	Year 3	Year 4	Year 5
	2022/23	2023/24	2024/25	2025/26	2026/27
	£'000	£'000	£'000	£'000	£'000
<b>Net Existing Budget Requirement (Mid-case Scenario - cash flat settlement)</b>	<b>41,700</b>	<b>42,270</b>	<b>43,024</b>	<b>43,820</b>	<b>44,829</b>
Resulting Savings Requirement	918	688	455	326	381
<b>Funding</b>	<b>40,782</b>	<b>41,582</b>	<b>42,569</b>	<b>43,494</b>	<b>44,448</b>
<b>Updated Assumptions</b>					
Council Tax base	0	0	0	0	0
Council Tax & Business Rates collection	0	0	0	0	0
Compensation for business rates and council tax	51	51	0	0	0
LCTRS	60	60	60	60	60
Section 31 grant business rates	136	136	136	136	136
<b>Potential Loss in Funding</b>	<b>247</b>	<b>247</b>	<b>196</b>	<b>196</b>	<b>196</b>
<b>New Pressures:</b>					
Joint Control Room net increase in crewing costs following Grenfell	133	111	88	88	88
CRM ITG Revenue Pressure	15	15	15	15	15
CRM Savings	(105)	(105)	(105)	(105)	(105)
Ill Health Retirements	120	120	120	0	0
Resources Management Team 10% allowances	60	60	60	60	60
IRMP Implementation Reprofiting	255	(280)	(83)	7	7
Payaward 2021/22 ongoing impact	451	462	474	486	498
Increase general fund reserves to 5% policy minimum requirement	442	0	0	0	0
<b>Total Additional Expenditure</b>	<b>1,371</b>	<b>383</b>	<b>569</b>	<b>551</b>	<b>563</b>
<b>Net Additional Pressures</b>	<b>1,618</b>	<b>630</b>	<b>765</b>	<b>747</b>	<b>759</b>
<b>Refreshed MTFP Net Budget Requirement (Mid-case Scenario)</b>	<b>43,318</b>	<b>42,900</b>	<b>43,789</b>	<b>44,567</b>	<b>45,588</b>
<b>Refreshed MTFP Forecast Savings Requirement - mid-case scenario cash flat settlement</b>	<b>2,536</b>	<b>1,318</b>	<b>1,220</b>	<b>1,073</b>	<b>1,140</b>
<b>Refreshed MTFP Forecast Savings Requirement - worse-case scenario reduction of 5% settlement</b>	<b>3,214</b>	<b>2,999</b>	<b>3,502</b>	<b>4,023</b>	<b>4,570</b>
<b>Refreshed MTFP Forecast Savings Requirement - best-case scenario increase of 2% CPI settlement</b>	<b>2,442</b>	<b>1,429</b>	<b>1,158</b>	<b>926</b>	<b>740</b>

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**NFCC**  
National Fire  
Chiefs Council

The professional voice of the  
UK Fire & Rescue Service

National Fire Chiefs Council  
West Midlands Fire Service  
99 Vauxhall Road  
Birmingham  
B7 4HW

Telephone +44 (0)121 380 7311  
Email [info@nationalfirechiefs.org.uk](mailto:info@nationalfirechiefs.org.uk)

Lord Greenhalgh  
Minister of State for Building Safety, Fire  
and Communities  
2 Marsham Street  
London  
SW1P 4DF

Dear Minister,

August 20<sup>th</sup>, 2021

### **Fire and Rescue Services Spending Review Submission 2021**

The Local Government Association and National Fire Chiefs Council have produced a joint submission on behalf of Fire and Rescue Authorities and Fire and Rescue Services to inform the 2021 Spending Review. The submission is enclosed for your information.

This has been a collaborative effort with colleagues from the Home Office and we are pleased to submit an informed, coherent and realistic proposal for sustainable funding of the fire and rescue sector over the spending review period.

The proposal covers four main areas:

- Maintaining firefighter numbers based on resourcing to risk;
- Committing to improved productivity and efficiency;
- Identification of the significant cost pressures facing the sector; and,
- Investment in sustainable improvement activity; focussing on Protection and professional expertise.

In presenting the submission we recognise and welcome the need for areas of fire service reform. This reform will require sustainable funding if we are to succeed in collectively and effectively leading the changes required.

We welcome the way we have been able to work with your officials on this submission. We will continue to do so to understand the emerging financial risks, particularly arising from Building Fire Safety legislation, pensions remedies, and the longer-term impact on Council Tax in the wake of the pandemic as well as to set up the proposed Efficiency in Fire Board.

Thank you for consideration of the issues affecting fire funding and for the opportunity to engage with your teams to develop this proposal.

Yours Sincerely,

Cllr Ian Stephens  
**Chair, LGA Fire Services Management Committee**



Mark Hardingham  
**Chair, National Fire Chiefs Council**



Cc: Rachel Atkinson



**NFCC**  
National Fire  
Chiefs Council



## Fire spending review proposal

Collaborative LGA and NFCC submission for SR2022

Cllr Ian Stephens (Chair, LGA Fire Services Management Committee) and  
Mark Hardingham (Chair, National Fire Chiefs Council)

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## Introduction

This document represents the fire sector request for funding to inform the Spending Review 2021-22. It has been developed in collaboration by colleagues in the National Fire Chiefs Council (NFCC) and Local Government Association (LGA) and will focus on three key elements:

1. The base case for Fire and Rescue funding and productivity opportunities
2. Significant cost pressures
3. Improvement activity arising from the Grenfell Tower and other Recommendations

These elements are well aligned with the ministerial priorities of People, Professionalism and Governance.

Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS) State of Fire Report identified that Fire and Rescue Services (FRS) funding position and pressures vary widely, with a small number of services struggling to meet operational requirements, while also acknowledging there is a financial disparity across the sector. Given that the process for establishing a new Fire Funding Formula has been paused and is not covered in this proposal, changing referendum limits to allow Council Tax precept flexibility of £5 for all FRS is the only viable option for addressing systemic local funding issues. It should be for local areas to decide how local services are paid for and the LGA has consistently opposed nationally set referendum limits.

As a short-term measure, the Home Office must also consider the provision of one-off 'Special Grant' funding for services that have acute financial difficulties and that, without this support, could result in either a financial or operational failure.

### SR20 and SR21

For SR20 a joint LGA and NFCC submission was produced, which amongst other items covered:

- Efficiencies – delivering collaborative procurement and delivering technological improvement
- Productivity – capacity to deliver increased fire prevention and protection activity, and the impacts and outcomes

For SR21 the LGA and NFCC have built on this work by:

- Updating the SR20 submission with the latest data
- Undertaking an FRS wide survey of efficiency and productivity across several areas such as shared estates, sharing of collaborative roles, reductions in headcount, fire stations and appliances and the number of fire safety audits undertaken. The survey identified lots of areas of good practice, but further highlighted the gaps in national data collection, reinforcing the need for improved coordination at a strategic level.

The sector is in the process of establishing a productivity and efficiency group, which will look to replicate the objectives of the Efficiency in Policing Board, namely:

- improving the evidence base on productivity improvements and efficiencies delivered in recent years and the scope for further gains
- developing a mechanism for collating information on ongoing productivity and efficiency plans and identifying those from which the wider sector might benefit
- sharing, or encourage sharing of, information on productivity and efficiency improvement work

- developing a reporting framework to enable monitoring and verification of progress in delivering productivity and efficiency gains
- supporting the delivery of productivity and efficiency gains by identifying barriers and enablers, seeking solutions to overcome the former and options to maximise the benefit of the latter
- coordinating with other governance structures to ensure that understanding of productivity improvements and efficiencies is embedded within broader work around investment, outcomes and demand.

It is also proposed that every service will produce a productivity and efficiency plan, covering the three-year SR period, similar to the efficiency plans previously required but expanded to also include progress on improving workforce productivity. These will be supported via the newly created NFCC productivity and efficiency group.

## **1. The case for Fire and Rescue funding – baseline funding should be increased by the rate of inflation each year to enable FRS to maintain workforce numbers**

Notwithstanding the lack of focus, a decade of austerity measures has had significant impact on fire and rescue services (FRSs) under all governance models. As some FRSs are in embedded governance models such as county councils and are part of a wider budget where data can be inconsistent and not easily disaggregated from the wider council budgets, figures quoted here are for the 29 standalone Fire and Rescue Authorities. In 2009/10 core spending power was estimated at £1,523m, falling to £1,413m in 2021/22, equating to a cut of 34% in real terms.

FRS capabilities are built around our people. Staff costs make up a large proportion of budgets and therefore it is inevitable that staff numbers have declined whilst services have had to make cuts, with full time equivalent firefighter numbers declining from 41,201 in 2010/11 to 32,171 in 2019/20, a fall of 22%.

Despite this, Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS) found in their 2018/19 State of Fire report that the sector is generally effective in responding to fires and other emergencies<sup>1</sup>. This shows the sector's ability to maintain its core response services with the staffing levels at that time. The picture is not the same for Fire Protection (fire safety audit of buildings), a vital part of integrated service delivery and risk reduction.

The Inspectorate, and the sector, have identified a number of areas for improvement (which will be covered later in this report) but it is likely that the level of improvement will be restricted if staff numbers are reduced further due to a) needing a base of resource to respond to risk and b) needing the capacity to deliver improvement activity.

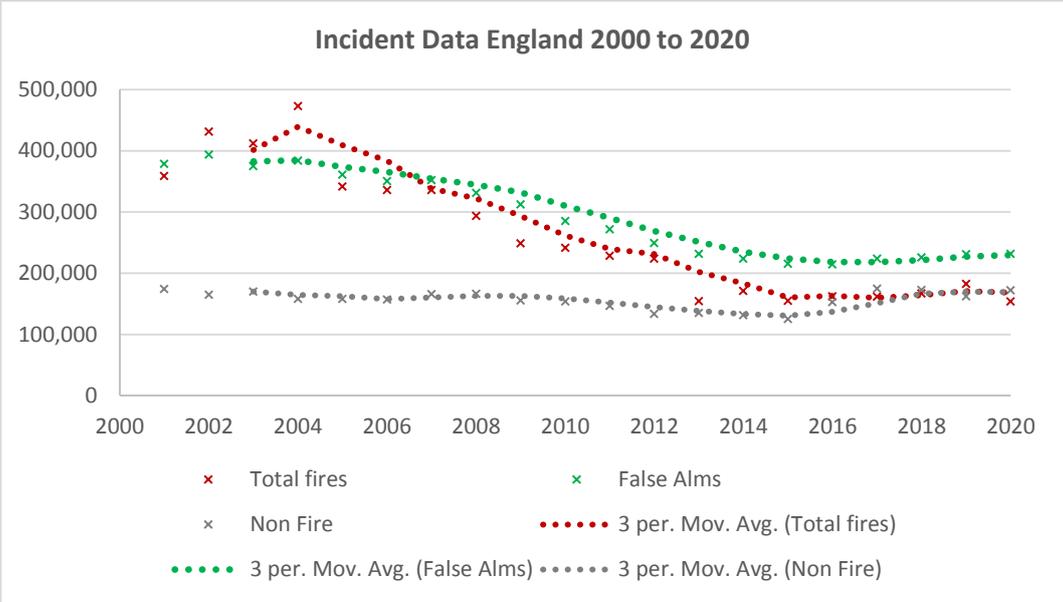
### **1.1. Resourcing to Risk**

Unlike some public services which are demand led, we need to have enough resources available to provide an emergency response even in times of exceptional demand. This includes the ability to deal with large scale emergencies and/or a range of smaller incidents but all occurring simultaneously and/or incidents that are of extended duration.

This resilience is vital for our communities and in ensuring safe systems of work for our people, enabling cross-border working (such as that seen in recent wildfires and flooding incidents such as the Whaley Bridge dam collapse) and significant support for other agencies during the COVID-19 pandemic. FRS are needing to plan, train and respond to an increasing number of

weather-related incidents such as flooding and wildfire and these risks are likely to increase due to climate change. The LGA and NFCC would welcome a review of Fire and Rescue Statutory duties to include response to flooding. Whilst many FRS have some capability to respond to these incidents, support for a consistent approach based on risk is needed and would require a capital investment similar to that made by the Welsh Government.

While over the long-term incident numbers are down, there is evidence that this trend has started to plateau, demonstrating the need for continued resourcing for both service response and preventative activities.



Cutting firefighter numbers further at this time would compromise FRS ability to meet the inherent risks that we face and have a negative impact on the sector’s aspiration to create a more diverse workforce that can better represent the communities they are working with.

The benefits of a diverse workforce are well documented; engendering trust by representing the communities we serve, creating positive culture, removing barriers to potential recruits and bringing diversity of thought to planning and decision making. Developing a workforce for the future is a key area of reform for FRS and high up the LGA<sup>ii</sup> and NFCC agenda<sup>iii</sup>. We need to do more to support staff and improve culture, progress towards which will be inhibited if there are a lack of resources to properly meet the challenges of the future.

Initial analysis of response times when compared to firefighter numbers has shown significant correlation between a reduction in English firefighter full time equivalent (FTE) and slower response times, since 2009<sup>iv</sup>. This data suggests that a further reduction in FTE firefighters of approximately 6,000 England-wide corresponds to an increase in average response times of 30 seconds<sup>v</sup>. Whilst this correlation does not directly indicate the cause of slower response times which may be impacted by factors such as traffic, funding pressures have resulted in greater use of On Call (part-time) staff which inevitably slows response. There are inherent risks with the On Call model of resourcing as FRS are struggling to maintain reliable response due to the appeal of the role, commitment required, financial reward and changes to lifestyles and primary working arrangements reducing availability of On Call staff. There are significant differences with how the system works across England, with some FRAs concerned about the future of the on-call system, and some experiencing a good availability of staff. Therefore, more work is necessary to see how we can ensure that the system can be sustainable for everyone into the longer term. During the early stages of the pandemic, some services

experienced an increase in on-call availability due to an increase in working from home arrangements, and because of some staff being furloughed from their primary employment. Although the furlough scheme is now winding down, depending on the extent to which working from home is sustained over the longer-term, there may be opportunities to attract people who would not have previously considered an on-call role.

The system is fundamental to the provision of fire and rescue services outside of large towns and cities so Government support for a review of the system would be welcomed. However, it is clear that any alternative to the current system would have cost implications and require funding to deliver.

## 1.2. Resilience in times of crisis

Throughout the COVID-19 pandemic FRS have demonstrated their ability to flex their resources, with minimal additional financial support, to support other agencies and the public in a time of crisis. This is in addition to the ongoing support that FRS give other blue light services; with medical co-responding and gaining entry activity common. Few other agencies have the geographical spread of local resources that FRS do, with good levels of public trust<sup>vi</sup> which enables support to vulnerable people in our communities. To the end of March 2021 FRS had delivered considerable additional activity as shown in figure 3.

The NFCC, LGA and National Employers have both together and separately evidenced support to individual FRS and national government by leading and co-ordinating efforts, issuing communications, guidance, and agreements as appropriate to assist fire and rescue services to see their way through this national health emergency.<sup>vii</sup> At times this has included working with partners in other agencies; including nationally with the National Police Chiefs Council and Association of Ambulance Chief Executives, which complemented the local work of FRS through the local resilience forum or similar.

Figure 3 COVID-19 Additional Activity delivery



### 1.3. Productivity: Capacity to deliver increased fire prevention and protection activity

A significant challenge exists within the sector in that it is difficult to robustly measure productivity and efficiency. This is based on a number of factors including the diversity of local CRMP's, and the varying delivery models deployed across the country. This is compounded further in that consistently measuring these areas of performance has not been a national or local priority for a number of years. Going forward, this needs to be addressed by the sector to ensure appropriate challenge, support and scrutiny can be applied.

We understand that all public services are under pressure to deliver more effectively and efficiently in light of the economic climate and public scrutiny. There are however opportunities to improve FRSs by making incremental improvements within existing resources.

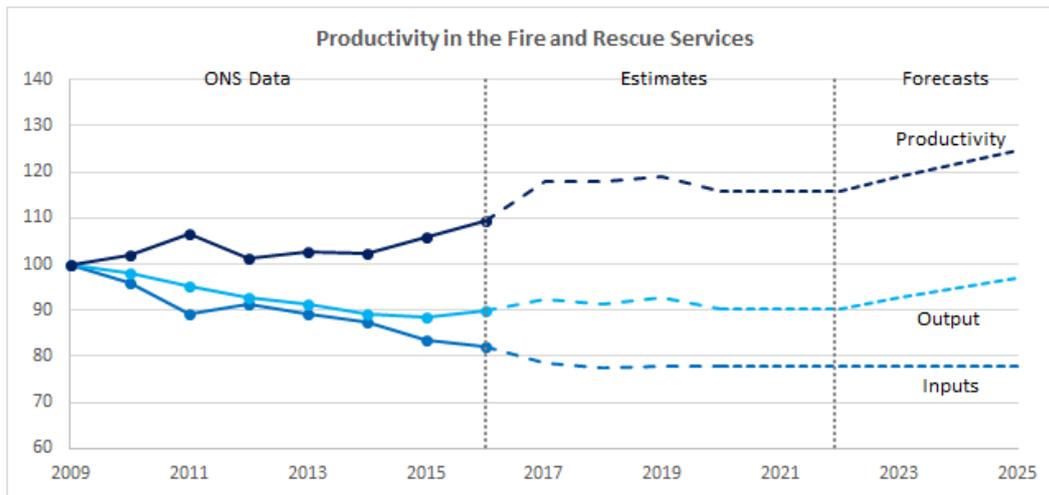
HMICFRS found that many services are under-resourcing prevention and protection and need to make sure their workforces are more productive. Office of National Statistics (ONS) data shows that productivity of FRS has improved since 2009, perhaps inevitably because of reduced staffing numbers.

The ONS data has been extrapolated to reflect changes in staffing numbers to date, and then projected forward based on consistent incident numbers and headcounts, but with FRSs delivering an increased number of home fire safety checks and fire safety audits, therefore showing a continued improvement in productivity.

We know that the number of home fire safety checks carried out by fire and rescue services has reduced by 26% since 2011 and that fire safety audits have reduced by 43% over the same period. We believe that FRS have the capacity to deliver a significant productivity increase within existing resources over the three-year spending review. The illustration below is based on using differently the equivalent of 3% of the wholtime firefighter hours available to deliver an additional 65,000 home fire safety checks (HFSCs) and 18,000 fire safety audits per annum by the end of 2024-25.

FRS already use their station-based staff to deliver targeted fire prevention and protection in their local areas. There is an opportunity to better utilise the fire station-based workforce to conduct more home and business fire safety checks in the community. This would have a positive impact on productivity and morale whilst providing an opportunity for FRS to invest in the development and training of staff. One outcome of having fewer fires to attend has been the need to increase training so firefighters are safe as possible when they do attend emergency incidents. Fire station-based personnel carrying out more routine fire protection work will improve their knowledge of the built environment and free up higher trained inspecting officers and fire engineers to deal with more complex buildings to support the new building safety regime.

These illustrations are used to give a sense of the scale of additional activity that could be achieved, however, it should be noted that there will be varying improvements in productivity not captured by these measures (e.g. educational visits, business engagement events, providing resilience to the on-call duty system etc.). The outcomes of improvements in productivity will be determined locally and captured within the proposed productivity and efficiency plans.



There may be further opportunities to improve workforce productivity by diversifying the work undertaken by staff, in line with 'Fit for the Future'.

#### 1.4. Productivity: impact and outcomes

It is estimated that, in addition to making communities safer and reducing harm from dwelling fires, the 65,000 home safety checks provided as an illustration of potential productivity improvements, would deliver an economic benefit of £127m<sup>viii</sup>. It is not so easy to identify the direct impact of regulatory fire safety audits and inspections on fires given the very different nature of the sectors that those buildings represent (that range from large hospital complexes to small takeaway food outlets). It is evident that more regulatory fire safety audits will increase the rate at which issues with the built environment, identified through the Government's Building Safety Programme, are able to be addressed. Over the 10 years between 2009/10 and 2018/19 there have been 3,631 fewer accidental fires across England in non-domestic buildings. At 2019 prices, this represents an estimated economic saving to society of £370 million, this reduction is supported by the inspection and enforcement work undertaken by FRS.

Again, for illustrative purposes the outcomes of this additional work would be:

- Reduction in number of fires in domestic premises
- Reduction in deaths from these fires
- Reduction in injuries
  - By targeting specific vulnerable groups e.g. elderly and disabled people
  - Providing community safety checks, like smoke alarm etc.
- Reduction in damage to properties from fires as there are fewer domestic fires and less damage as fires that do happen cause less damage
- Advise wider cross Government policies such as security, crime prevention and health and well-being
- Audits resulting in
  - Eventually, a greater proportion of satisfactory fire safety audits
  - publicity - using media to increase the deterrent effect

#### 1.5. Efficiencies: Delivering collaborative procurement

The NFCC established its national procurement programme in 2015, with individual FRS taking a lead on each category of major expenditure. The programme resources were boosted by transformation grant funding awarded by the Home Office in 2016-17, with the programme expected to deliver savings from collaborative procurement of £27m by 2024-25 and the National Procurement Strategy for Fire published in 2018. As transformation funding was

exhausted during 2019-20, the programme is now resourced by the sector and the national savings register has evidenced savings of £13m.

The Fire Commercial Transformation Programme operates under 3 key principles:

- Standardised requirements: developing agreed standard specifications that are operationally driven rather than procurement-led.
- Aggregated volumes: FRS that bring larger volumes to market typically get better deals. Where possible, i.e. non-fire specific goods and services, consider the wider purchasing power of other public sector organisations.
- Collaboratively managed contracts and suppliers: joined-up strategic engagement, supplier performance and contract management

The programme is therefore on track to deliver the remaining £14m of savings over the spending review period, which will be utilised by FRSs to offset cost pressures.

#### 1.6. Efficiencies: Delivering technological improvement

HMICFRS found that the use of technology in FRS varies considerably, and that whilst there are pockets of innovation the sector as a whole could use technology better. This view is supported by a recent study by Leeds University, which found that the condition of FRS ICT infrastructure differs greatly across England with a number of services facing significant ICT challenges.

It is apparent that in order to deliver transformative technology which will support business operations, promote productivity, operational decision making and service improvement to the public, significant investment will need to be in FRS technological capability. FRS have already identified improvements needed and have incorporated digital transformation into their change programmes, often funded by reserves<sup>ix</sup> This investment will not be possible if baseline funding is cut and therefore reserves will be required to support revenue budgets rather than make sustainable changes. The NFCC Digital and Data Programme has a role to play in supporting FRS in technological improvement but will not in of itself solve the ICT infrastructure challenges that exist. The Fit for the Future partnership work is also mindful of this and considering an additional improvement objective in this area as part of its on-going work.

## 2. Significant Cost pressures – funding for national issues which are putting long-term pressure on FRS budgets

There are a number of issues impacting on the financial sustainability of FRS (amongst other public services) which could have a detrimental impact on the ability of FRS to maintain their services to the public.

### 2.1. Pay

The majority of services' budgets relate to staff costs and inflationary pressures on direct staffing costs, as well as indirect cost impacts where services are provided through a third-party, will have a significant impact on overall cost. This cost will need to be funded to avoid any detrimental impact on the level and quality of service provision.

Looking forward, it is clear that the sector would need an increase in central FRS funding if it is going to reform employees' roles in line with ongoing and emerging objectives. Any further reforms would need to be supported and sustained by Government funding, previous costing estimates for this have been in the region of 15% of the pay bill.

### 2.2. Pensions

This submission is made without prejudice to any New Burdens application FRAs may make.

Pension cost pressures and administration issues are a significant risk to FRAs budgets. The legislation requires each of the FRAs to locally manage their scheme (known as scheme manager), which means they operate in a complex environment of 44 scheme managers, 16 administrators and 2 software suppliers. The choice of software supplier is the decision of the administrator not the FRA. As such local administration carries inherent risks, particularly around discrepancies in treatment of pension administration changes and whilst there have been several joint procurement exercises between FRAs, there is further opportunity to seek collaborative solutions to pension administration.

#### 2.2.1. GAD revaluation

The 2016 GAD revaluation resulted in a headline rate increase of 12.6% of employer pension costs, which in 2019-20 equated to £125m. The Home Office agreed to fund £115m of this pressure in 2019-20 and 2020-21, and for 2021-22 this was paid by MHCLG and will be added to base budgets in 2022-23 rather than offered as a grant to ensure financial sustainability and FRS ability to plan their resources. As pay costs increase, so do employers' pension costs and therefore this would also need to be reflected in funding.

#### 2.2.2. McCloud/Sargeant

The bill to introduce changes to the public sector pension schemes to remove the age discrimination identified by the courts including in the Firefighters scheme has now been introduced to the House of Lords. <https://bills.parliament.uk/bills/3032>

This bill confirms that remedy will be in two parts, both prospective effective by 1 April 2022 and retrospective to be introduced by 1 October 2023 but to apply retrospectively from 1 April 2015 to 31 March 2022.

Full details of the age discriminatory remedy can be found on the [age discrimination pages](http://www.fpsregs.org) of [www.fpsregs.org](http://www.fpsregs.org).

This will create a significant project for FRAs to implement and there will be on-going pressure throughout the SR period across three main areas.

1. Operational costs

2. Actuarial Costs
  3. Other Costs
1. Operational costs. The costs of implementing remedy will fall on FRAs operational budgets, costs are likely to be across:
    - a. Software
    - b. Administration and management costs

### **Software**

The implementation of remedy will require large scale and significant software amendments in a short timescale (it is envisaged that legislation may not be available until 9 months before the enforcement date), as well as substantial work by administrators and scheme managers.

The software solution will require the creation and maintenance of two sets of new benefits over a retrospective seven-year period, as well as maintenance of the current benefits, all of which need to satisfy the requirement of the tax systems and then maintained going forward over a period of 20+ years to allow a member their choice of benefits at retirement.

This introduces substantial risk and a scale of development in a short timeframe which has not been seen before. (The reforms in 2015 had a longer introductory period). The risk of the sector not being able to implement remedy for members without substantial automation is extremely high and the sector is dependent on two different software providers.

Co-ordination of this software project is being managed centrally by the pensions team at the LGA. One of the software providers has provided detailed proposals regarding their delivery plan which is across six clear phases of work and details how they can deliver in the timescales as well as early ballpark commercials, however these are both commercially confidential and still require detailed scrutiny including approval of requirements, assurance on delivery and value for money assurance and the second supplier has not yet provided similar plans.

### **Administration and management costs**

FRAs are reliant on administrators to do the day-to-day processing of benefits, and each FRA is required to appoint an administrator. However, there are significant demands on the FRA as well as the administrator to implement remedy.

As a result of guidance on immediate detriment, FRAs along with their administrators are being asked to undertake lengthy and detailed calculations to pay members their benefits before the relevant legislation is introduced. That means operating without software systems and processes in place which is time consuming and will be chargeable as extra project work by administrators. Estimated chargeable hours to do one calculation is about 8 hours.

In the long-term, administrators are yet to assess their costs for implementing remedy, and they will to a certain effect reflect the level of automation of software that will be available. Once the software plans are approved and known, administrators and FRS's will then be able to assess their own resource needs, however at present these details are not known.

The Home Office provided a £3m grant to Fire and Rescue Services in respect of their pension admin costs incurred in 2020/21.

### **Total operational costs**

When [responding to the HMT consultation on remedy](#), the SAB made some estimates (Paras 292 to 309) of the cost of implementation using the base costs from the report commissioned by the board in 2019<sup>x</sup> which indicated that the cost of administering the scheme under business as usual requirements was currently estimated at £77 per member (Total cost £4,241,095).

The board modelled that the long-term effect of the Deferred Choice Underpin (DCU) would have a significant effect on the ongoing maintenance of solutions and estimated that the additional effort of implementing remedy would be between 50 to 75%, which at its highest could change the cost of the scheme per member to £168 per member (total cost £9,277,395).

**Based on those figures at that time, the board predicted that the highest increase to operational costs to implement remedy would be circa £5 million** (from £4.2m to £9.2m). At this current time, based on the current level of detail being provided by software administrators and software providers, that estimate might be considered a conservative estimate and effort appears to have been increased above the 75% the SAB envisaged, and estimates may now be higher than £5 million once the full software costs have been determined for both software suppliers.

2. Actuarial Costs: Increased employer contributions which are likely to impact on FRS budgets in the next valuation, with rates being implemented from 1 April 2024 and therefore within the three year spending review period. The employer contribution costs will be determined by the 2020 valuation and the outcome of the [consultation on the discount rate methodology](#), which if kept at the current methodology predicts an increase of over 20% in employer contributions. Given central estimates of £2.5bn per year for all schemes<sup>xi</sup> it is clear that this cost pressure cannot be borne by FRS as there will be a significant impact on delivery of services to the public.
3. Other costs: There are other costs that also occur due to the age discrimination, including but not limited to:
  - The legal costs imposed on FRAs as a result of inclusion in the Sargeant litigation
  - Legal costs imposed on FRAs because of guidance on immediate detriment issued to locally administered schemes and the ancillary litigation against FRAs brought by firefighters unwilling to wait for the legislation relating to remedy to be implemented. Similar guidance was not issued by government to centrally administered schemes due to acknowledged difficulty in implementing immediate detriment before legislation. This forced FRAs to incur legal costs on how to implement immediate detriment for areas not covered by or unclear in the guidance.
  - It is not yet known how any compensation scheme will work for costs borne by employers before the legislation is in force, particularly for immediate detriment cases where employers might be liable for significant sums. Unless HMT

introduce suitable arrangements to ensure employers are fully compensated for those sums, FRAs will look to recover these costs from government direct where they arise because of remedy to the discrimination.

### 2.2.3. O'Brien/Matthews

The Matthews case will introduce a second options exercise for retained firefighters to join the Firefighters Pension Scheme 2006 (FPS 2006) from the start date of their employment, which could start from 1970. As such there are several financial issues that arise from this new options exercise.

1. Operational costs: Experience of the options exercise for special members of the Firefighters Pension Scheme 2006 (FPS 2006) across 2014 and 2015 was that this was largely a manual employers' project rather than a pension project. Calculators were provided via an Excel spreadsheet and calculations were run on a manual basis per member and were a considerable burden for those FRS with high numbers of retained staff.

The likely overlap with the McCloud exercise will mean resourcing this project will be difficult and may need to fund additional resource beyond expectations.

It is also highly likely that there will be further take up as any additional employee's pension contributions can be deducted from pension due, so at no detriment to the pensioner, which will increase both the operational costs of the exercise and the actuarial costs.

It is estimated that this burden will fall to FRS payroll, HR and finance teams at a further cost of approximately £1.4m<sup>xii</sup> to English services.

2. Actuarial Costs: Increased employer contributions which are likely to impact on FRS budgets in the next valuation, with rates being implemented from 1 April 2024 and therefore within a potential three year spending review period. The 2020 actuarial valuation will only assess the cost of employer contributions for the first options exercise. The employer contribution cost of the second exercise will not be known until the results of the 2024 valuation. The current consultation on the appropriate methodology for the discount rate could also affect these employer contributions.
3. Other costs: There are other costs that also occur due to the second options exercise, including but not limited to Government agreement to extending the scope of the exercise to include more members who would be eligible to join, and any compensation costs for tax losses to members that are borne by employers before suitable funding mechanisms are in place.

### 2.3. Impact of COVID-19 on collection funds

The COVID pandemic has had a significant impact on FRS, with business continuity processes being in place since March 2020. Whilst the impacts of the pandemic and subsequent lockdown are yet to be fully understood, the resulting recession will impact on households' and business' ability to pay their Council Tax and Business Rates. The impact will be felt across the sector, with grant funding being received for 75% of the deficits arising in 2020-21 and with FRS picking up the remainder, there may be a higher degree of impact on embedded FRS which have conflicting priorities such as adult social care and children's services.

It is currently difficult to collate data from billing authorities but national forecasts for income losses in 2020-21 are<sup>xiii</sup>

- 4.54% of Business Rates = **£31.1m** for standalone FRAs
- 2.88% of Council Tax = **£24.5m** for standalone FRAs

For context, these losses of £55.6m are equivalent to 1,300<sup>xiv</sup> firefighters or around 6% of the wholetime workforce<sup>xv</sup> in just one year. Whilst the MHCLG announcement in July allowing local authorities three years to settle collection fund deficits is welcome, we request funding equivalent to, or on-going protection from collection fund losses to prevent cuts to front line services being made as a result of the pandemic. Given there will be local variation in collection rates, precept flexibility for fire would also support the ability of FRS to set balanced budgets over the medium term.

## 2.4. National Resilience

New Dimensions assets are now coming to the end of their life and require replacement at an estimated cost of £100m, however, the NFCC will work with the Home Office to see where efficiencies can be made that may be able to drive down these costs. We are clear that financial responsibility for New Dimensions national resilience capability sits with the Home Office and should not become a burden on FRS. The sector position is that future funding should not be subsumed into the Revenue Support Grant where transparency around the amount and allocation will be lost.

## 2.5. Emergency Services Network

The Emergency Services Network should improve digital capability in FRS. The delay in roll out of ESN is well documented and we are clear that additional costs arising from central issues with the programme should not become a burden on FRS, especially where the business case models an overall saving for the public purse. Recent research has found that the length of the ESN programme is creating inertia and restricting innovation by suppliers as well as the potential financial impact. Clarity is needed on the impact at local FRS level to support planning and risk awareness.

# 3. Sector Improvement – delivering enhanced building safety and ensuring FRS are Fit for the Future

## 3.1. Focus on Protection

The HMICFRS State of Fire report found that “Many services don't do enough to make sure premises comply with fire safety regulations”, “There is an inconsistent approach to the number of inspections services carry out” and “The lack of fire safety enforcement is a concern”. Protection teams have been disproportionately affected by funding cuts within FRS over the last decade, partly due to the rise of prevention since 2000 and more recently as FRS commit to protect frontline operational firefighters in response to risk and public consultation. Consequently, the number of Protection staff have reduced by as much as 32% in the last eight years<sup>xvi</sup>, resulting in a loss of specialist skills and experience throughout FRS, reflecting an underinvestment in fire safety.

There is a clear need to invest more in protection activity as the sector responds to systematic deficiencies highlighted by the Grenfell Tower Investigation (GTI), with particular focus on high risk, high rise buildings. Dame Judith Hackitt’s recommendations in the Independent Review of Building Regulations and Fire Safety – Building a Safer Future and resulting legislative changes have increased the duties and responsibilities for Protection teams.

The fire sector is progressing work to build understanding, capacity and capability to meet the requirements of the Building Safety Programme and recent findings for more complex buildings. Whilst there is an opportunity to boost the number of inspections delivered using

existing staff as outlined in section 1.5, targeted investment is needed to ensure that services are able to deliver against the new fire safety regime in a safe and sustainable way.

### 3.1.1. 2020-21 Grant Funding

In the 2020-21 financial year, £20m has been granted to the sector for enhanced protection activity with a further £10m available for implementation of the Grenfell Tower Inquiry Phase 1 report, of which £1.6m is being retained by the Home Office to deliver Control Room ICT infrastructure enhancements.

£21.4m in total has been granted directly to FRS support specific pieces of work, to deliver:

- Building Risk Review Exercise via MHCLG grant - £6m
- The Protection Uplift Programme - £10m
- Recommendations from GTI phase 1 report including purchase of smoke hoods - £5.4m

£7m has been granted to the NFCC (via CFOA Charity) in addition to established £1.5m funds for leadership and standards

- £4m for the Fire Protection Hub and Building Safety Team, including support to FRS for the work above, via MHCLG grant, the benefits of which were outlined in the Protection Board: Programme Business Case finalised on 6 March 2020 and delivery to date of:
  - Framework for Managing Risks for High-rise Residential Buildings with ACM Cladding
  - High-rise Residential Buildings Interventions Feasibility and Impact Assessment
  - Costs for Safety Interventions in High Rise Residential Buildings
  - Risk Assessment Process for High Rise Residential Buildings for the Protection Board Building Risk Review Process
- £3m uplift for Improvement Capability of the sector, to include recruitment of specialist expertise, NFCC capacity and enhance Programme Management Office programme plans, which is covered in more detail on pages 11-13 of this report

In the 2021-22 financial year a further £14m was allocated to FRS to continue their uplift in the protection teams, with a further £6.5m allocated to the NFCC to continue their work in this area.

### 3.1.2. Investment needed over the spending review period

Whilst this one-off funding is welcome and will deliver significant improvement to the sector's protection capacity as well as specific pieces of work (such as assurance on high risk, high rise buildings), it is the first investment in fire protection via FRS for many years and represents only 1.3% of core spending power<sup>xvii</sup>. Sustained investment will support continued delivery against priorities already identified through legislative review, which align with ministerial priorities:

- Building upon 2020-21 and 2021-22 Grant funded activity to consolidate FRS protection teams' competence and capacity to respond to new legislative environment – maintaining the £10m Protection Uplift Programme to support sustainable recruitment in to specialist roles.
- It is assumed that the *High Rise High Risk Review* exercise was a one-off pending introduction of new legislation. If this work is to continue, ongoing funding of £6m is required
- The current Protection Board Programme is planned to run until December 2021; Augmenting the £0.7m NFCC funded Building Safety Team via a £3m per year grant

(£0.75m in year 1) to the Fire Protection Hub will maintain capability in key specialist areas to support new legislative requirements – this represents a £1m saving against the initial investment as individual FRS build their capacity and capability in Fire Safety

Figure 5 – Building Safety Team – planned annual investment

Data & analytics	Fire safety	Central Policy	Comms & education
current staff	current staff	current staff	current staff
new analysts	new legal advisers	new policy/admin staff	new comms/ed staff
IT and software	contracted services	hub leadership	learning
expenses	flexible resource, FRS	miscellaneous	engagement
<b>£0.52m</b>	<b>£0.67m</b>	<b>£0.89m</b>	<b>£0.92m</b>

The Board aims to strengthen protection activities across FRSs in England and is charged with delivery of the ministerial commitment to increase the pace of inspection activity across high rise/high risk buildings to inspect or assure these properties no later than December 2021. The Board has been developing a programme of work to meet this new expectation and increase the capacity of services ahead of the new Building Safety Regime, helping to identify and help resolve fire safety issues before other major incidents occur. The work of the Board will be essential in supporting the new Building Safety Regime going forward, central support capacity will continue to be needed alongside:

- New burdens are being placed upon FRS through the introduction of new legislative requirements. The Fire Safety Bill familiarisation costs are expected to be £0.7m in year 1, with ongoing costs of fire safety inspections increasing by £0.7m<sup>xviii</sup>
- The draft Building Safety Bill has identified in its central case £30.3m - £44.7m of ongoing costs<sup>xix</sup> for FRS to support the safety of 1.7m homes
- The impact assessment for the uplift to the Fire Safety Order and changes to building control consultations with FRS are still unknown but will not be insignificant

### 3.2. Fit for the Future – enhancing professional expertise

HMICFRS has identified an urgent need for the sector to enhance its capability to deal with existing and emerging issues: the assessment of risk, data needed to inform decision making, developing a diverse and inclusive workforce which is appropriately trained to prevent and respond to incidents and incorporates learning. These issues are well highlighted by the Grenfell Tower Inquiry, Lord Greenhalgh’s ministerial priorities, the LGA Fire Service Management Committee and previous reviews of Fire (such as Thomas/ Knight).

The NFCC, LGA and National Employers (England) have therefore developed a “Fit for the Future” plan which identifies sector improvement objectives. This joint piece of work provides a roadmap for the development of the sector going forwards, with each organisation contributing to its implementation. The NFCC Central Programme Office (CPO) coordinates the multiple improvement programmes of work on behalf of the NFCC. This overarching coordination helps the NFCC avoid duplication; prioritise work more effectively; and develop solutions and tools more efficiently which support fire and rescue services where a national approach would be beneficial. The NFCC CPO also provides support to the Fire Standards Board and coordinates the development of the full suite of Fire Standards. The guidance that underpins each Fire Standard will be developed by the subject matter expertise drawn from the NFCC network of services and other relevant stakeholders. All NFCC products and Fire Standards will be subject to Quality Assurance to ensure those products have been produced

efficiently and effectively involving all stakeholders and are fit for use. Use of those products, especially when they underpin fire Standards, will help bring about national consistency and drive transformation across services<sup>xx</sup>.

Development of guidance and standards works well but it has been identified as one of the Fit for the Future improvement objectives that a key element of reform delivery across many of the improvement objectives going forward would be the creation of a central resource to aid implementation and support consistency. The NFCC and the LGA working together are well placed to provide this implementation support, subject to provision of funding.

### 3.2.1. 2021-22 Grant Funding

In the 2021-22 financial year, a £3m grant has been provided as an uplift for Improvement Capability of the sector, to include recruitment of specialist expertise, NFCC capacity and enhance Programme Management Office programme plans. This funding is in addition to the £1.5m funding available for the Fire Standards Board. The deliverables against this funding have been identified in the Home Office Grant Conditions<sup>xxi</sup> and performance against plans will be monitored on a quarterly basis.

### 3.2.2. Investment needed over the spending review period

Whilst this one-off funding is welcome and will deliver significant improvement to the sector's capability and capacity as well as specific pieces of work (such as fire standards), sustained investment will support continued delivery against priorities already identified through legislative review.

- The Fire Standards Board will continue to require funding and support by the CPO as this is ongoing work
- The current programme of deliverables is due to complete by Q1 of 2021-22; Augmenting the £1.1m NFCC funded CPO via a £2.5m per year grant (£1.5m in year 1) to enable further activity– this represents a £0.5m saving against the initial investment as individual FRS build their capacity and capability in these key areas
- Funding will also be needed for a team of implementation officers - embedded within the LGA and NFCC - to support roll out of reform within Fit for the Future. At present the NFCC and the LGA feel that the flexibilities and potential of the current grey book provisions and associated firefighter role expectations are not fully utilised by all services. The LGA posts would provide a consultancy and support service to enable them to do so. This should ease the introduction of initiatives like more effective working patterns and flexibilities within the role maps. These are key elements in support of a number of Fit for the Future initiatives. The NFCC CPO has identified specific deliverables<sup>xxii</sup> which cannot be supported by the current programme, which will be aligned to the key areas of
  - Leadership
  - Digital & Data
  - Community Risk
  - Culture & Ethics

### 3.3. Leadership development

Governance is a central pillar of the fire sector and elected members set the policy direction of their services, set the budget and hold assets, provide scrutiny and challenge to services to make improvements and deliver on the policy priorities of the authority. The LGA as the representative body for 44 out of 44 English fire authorities, providing a voice for the sector and supports member development through a sector improvement offer which it funds itself.

The LGA's support offer is open to elected members from all fire authority types. The support offer is designed to support members to further develop their leadership and

governance skills, to promote a deep understanding of key issues like building safety and support the sector to improve equality, diversity and inclusion. This is done through a series of activities including training, such as the Leadership Essentials programme for fire and rescue authority members, governance and leadership training events and the Diversity and Inclusion Champions Network. It is vital that the LGA can continue to support members in this way to ensure members have access to resources that can help them provide good governance. Sustained activity to embed these principles will be required to create the desired impact.

### 3.3.1. Investment needed over the spending review period

Responsibility for the member development offer should sit within the Home Office fire budget.

- This work will continue to require funding and support by the LGA to ensure that we can provide ongoing development for members. A grant of £115,000 over the spending review period would allow the LGA to continue to provide the member development offer and to work with the NFCC to develop and support the development of a programme of activity around principles of good governance and decision-making and to develop training events for members and officers to embed those principles. Over the three year SR period this would include approximately
  - £50,000 for 6 leadership essentials programmes
  - £40,000 governance and leadership training
  - £25,000 for specialist training for the Inclusion and Diversity Member Champions Network and wider FRA members on equality, diversity and inclusion issues.

## CPO Activity Plan beyond grant funding

Activity/Project	Deliverables
Developing effective communications and data sharing (including improving site specific information to operational crews) at operational incidents	Review of the nature and structure of communication between incident ground and control rooms considering technical solutions, message discipline and existing changes in technology.
Developing effective communications and data sharing (including improving site specific information to operational crews) at operational incidents	Conduct feasibility study and survey into existing technical solution and impact upon command and control structure.
Reviewing National Operational Guidance (NOG)	NFCC guidance on risk inspection visits and ensure all actions relating to plans and 7(2)(d)s are incorporated.
Review of National Operational Learning system and arrangements	Recommendations for expansion of National Operational Learning (NOL) to accommodate organisational learning inputs
Supervisory Leader Development Programme	A development programme to nurture leadership at the first level of management with an FRS organisation.
Direct Entry Pathways	A Direct Entry Pathway to include a training programme for entrants on operational duties above firefighter level.
Organisational Learning project	To be scoped
Culture (diagnostic tools)	To be scoped - review of the diagnostic tools available to fire service organisations that support cultural improvement
Health & Wellbeing	To be scoped - would include research projects to provide the evidence-base to support delivery of standards and improved practice in the physical and mental health and wellbeing.
Training courses procurement framework	To be scoped - A procurement framework that aligns National Operational Guidance against training courses bringing consistency and best value.
Immersive technologies	To be scoped - A review and research project into the immersive technologies available (such as virtual reality) and how they might translate to address some of the challenges around maintaining the competency of the workforce.

Fire Protection national guidance	Develop Fire Protection national guidance to support changes made following recommendations by MHCLG Building Safety Programme Resident's Voice Work stream. Development will follow the NFCC Quality Assured approach, hosted on a digital platform using the same integrated approach and accessibility as NOG.
Enforcement toolkit	To maintain a toolkit that can be used by services to improve the consistency and effectiveness of enforcement.
Online public services	Equitable online access to the public for all non-response services.
Data skills	All fire and rescue service staff have a level of data literacy appropriate to their role.
Application development guidance	Standards for local development of software and applications to enable sharing and scalability across services.
Evaluation	Areas of best practice within the UK fire and rescue service will be identified and scaled to be made available to all, improving consistency and maximising existing investment.
Evaluation	Consistent and comparable methodologies to evaluate the performance of local activities.
National Organisational Learning	Evolution of National Operational Learning into National Organisational Learning platform
Digital information service	A national Digital Information Service provides clear direction and consistency in relation to the use and implementation of data analytics within the UK fire and rescue services.

#### 4. Summary

The FRS has demonstrated through national incidents such as flooding and the C19 pandemic its ability to step up and meet demands placed on the country. Within this the FRS has demonstrated its expertise in command and control and logistics. With further development there is no doubt that the FRS can be the primary rescue organisation for the UK, with control of the inner cordon at major incidents and a more significant role in command, logistics and resourcing of national emergencies.

A decade of austerity measures and the localism agenda has had a significant impact on the way that fire and rescue services operate and their financial sustainability. FRS are resourced to risk, focus must be placed on delivering greater consistency and productivity whilst maintaining the ability to respond to local risks and provide essential cover across England. There are clearly opportunities for increased collaboration and more efficient ways of working. However, any resulting savings are tiny when compared to the amount of investment needed to deliver against the new legislative requirements alongside legacy improvements and reform.

The sector is responding to these challenges using a coordinated approach to deliver sustainable change to fire and rescue services and ultimately improved outcomes for the public.

In the last decade the sector has made efficiencies, for example, through a reduction in staffing numbers, estate rationalisation, collaboration and sharing of support services and procurement practices. Further opportunities remain and work is underway to improve

understanding, identify and share good practice across the sector and monitor delivery of gains.

The sector proposes to offer further efficiency savings of 2% of non-payroll budgets, totalling circa £500m, with the savings to be reinvested within the sector.

The productivity improvements shown on pages 7 and 8 are illustrative, based on using the equivalent of 3% of wholetime firefighter time differently to drive local activity, for instance this would be equivalent to increasing the number of home fire safety checks by 65,000 (3.7% increase per annum over three years) and fire safety audits by 18,000 (11.1% increase per annum over three years).

The NFCC is in the process of establishing a productivity and efficiency workstream, and it is suggested that the Home Office should consider establishing a Board similar to the Efficiency in Policing Board, in order to provide a forum to share information and strengthen work on efficiency and productivity. This board should comprise of the LGA, NFCC, HMICFRS and the appropriate Government departments to better inform future spending reviews and sector improvements.

Although productivity improvements are illustrated in terms of additional HFSCs and fire safety audits, local services are best placed to determine the output from improvements in productivity. Likewise, although the improvement has been illustrated using the equivalent of 3% of wholetime firefighter time, some services will inevitably deliver productivity improvements through on-call firefighters and/or support staff.

Services will commit to improvements by producing local productivity and efficiency plans, and progress against these will be monitored and reported on over the SR period through the newly created NFCC productivity and efficiency group.

To enable all of this, the sector would need:

- Council Tax precept flexibility of £5 for all FRS
- Baseline FRS funding to increase by the rate of inflation each year
- Other specific funding requirements identified to be fully funded by Government

## Annex 1 – Fire Sector funding proposal

		Sector proposal for Spending Review (£m)				
Funding Requirement	Recipient	2021-22	2022-23	2023-24	2024-25	Notes
Baseline FRS Funding	FRS (SFA)	1.51%	1.79%	1.89%	1.93%	Inflationary uplift (based on current projections)
Flooding Capability	FRS (Capital)	-	30	-	-	Purchase of response assets to meet new duties
Precept Flexibility	FRS	2.00%	£5 flexibility			
Pay	FRS	1.50%	5.00%	5.00%	5.00%	Estimate - subject to negotiations over reformed role
GAD revaluation	FRS (SFA)	115	117.4	119.9	122.4	Inflationary uplift as a minimum - should track pay
McCloud Sargeant (Implementation Costs)	FRS	-	5	-	-	Current minimum estimate of implementation costs only (software and administration)
McCloud Sargeant (Revaluation and potential injury to feeling awards)	FRS	n/a	To be confirmed			In base funding
McCloud Sargeant (Other Costs)	FRS	3	To be confirmed			Includes on-going admin costs, legal costs and compensation costs.
O'Brien/Matthews (Administration)	FRS	n/a	1.4	1.4	1.4	Assumes implementation from 2022-23
O'Brien/Matthews (Resulting revaluation)	FRS	n/a	To be confirmed			In base funding
Collection Fund Deficits 2021/22	FRS	n/a	18.5	18.5	18.5	One-third of calculated figures in section 2.3, to be updated by Home Office
Collection Fund Deficits 2022/23	FRS	n/a	To be confirmed			To be assessed by Home Office
Collection Fund Deficits 2023/24	FRS	n/a	To be confirmed			To be assessed by Home Office
National Resilience	FRS	10.2	10.4	10.6	10.8	Support required to project FRS grant funding

**Sector proposal for Spending Review (£m)**

Funding Requirement	Recipient	2021-22	2022-23	2023-24	2024-25	Notes
Protection Capacity	FRS	14	10	10	10	Assumes high risk high rise one-off exercise
Protection Team	NFCC	2.5	3	3	3	
Fire Safety Bill	FRS	-	1.4	0.7	0.7	
Building Safety Bill	FRS	-	30.3	30.3	30.3	Assumes implementation 2022-23
Fire Safety Order	FRS	-	<b>To be confirmed</b>			
Leadership Capability uplift	LGA	-	0.12	-	-	
Leadership Capability uplift	NFCC	2.5	2.5	2.5	2.5	
Fire Standards Board	NFCC	1.5	1.5	1.5	1.5	
Implementation Officer Group (Fit for the Future) *	LGA	-	0.2	0.2	0.2	1 x Industrial Relations Specialist 1 x Employment Law Specialist
Implementation Officer Group (Fit for the Future) *	NFCC	-	0.3	0.3	0.3	3 x GM 1 x SM 1 x FRS Grade F

\* Figures in the table above are shown rounded to the nearest £m. Detailed figures (£) for the last two rows are:

Funding Requirement	Recipient	2021-22	2022-23	2023-24	2024-25	Notes
Implementation Officer Group (Fit for the Future)	LGA	-	£200,331	£204,578	£208,813	1 x Industrial Relations Specialist 1 x Employment Law Specialist
Implementation Officer Group (Fit for the Future)	NFCC	-	£309,500	£316,061	£322,603	3 x GM 1 x SM 1 x FRS Grade F

## Annex 2 – NFCC, LGA and National Employers (England) Fit for the Future Improvement Objectives

1. Fire and rescue services have evidence based, high quality and consistent risk management plans that encompass all aspects of service deployment and delivery, addressing issues of local risk and ensuring they are resilient to national risks and threats including terrorism.
2. Fire and rescue services refocus their investment in the selection, training, development and support of employees to maintain, support and improve their skills and knowledge throughout their careers.
3. Fire and rescue services have access to a comprehensive national infrastructure and repository of standards, guidance and tools that are embedded in their own local service delivery.
4. Fire and rescue services support new and innovative ways to prevent fires and other emergencies. Firefighters work with people who are at risk in local communities to make them safer in all aspects of their lives, not only from fire.
5. Fire protection activity carried out by fire and rescue services is redefined and expanded by using new professional standards, competence requirements and training for firefighters and specialist protection staff assisted by a significant reallocation of resources through increases in productivity.
6. The benefits of all fire and rescue service activity are measured and evaluated so that decision making about resource allocation can be improved.
7. Prospective employees are attracted to fire and rescue services as an employer of choice where inclusive recruitment practices and the available diverse roles and responsibilities help the service manage risk in the local community.
8. An inclusive culture is at the heart of every fire and rescue service. They are a welcoming and supportive place to work for the widest variety of people from all backgrounds.
9. Political leaders, governments and fire and rescue service officers use a single leadership framework that sets out clearly a suite of service values, expectations and behaviours which all can promote and support. It is the basis on which fire and rescue services and all their employees operate.
10. Working with others in all aspects of fire and rescue service activity is core business, based on solid evidence and data that determines the most efficient and effective use of resources to ensure firefighter and public safety.
11. The National Employers (England), LGA and the NFCC jointly own and maintain an organisational learning system that will promote continuous improvement at a strategic level.

## Annex 3 - Notes

<sup>i</sup> <https://www.justiceinspectrates.gov.uk/hmicfrs/wp-content/uploads/state-of-fire-and-rescue-2019-2.pdf>

<sup>ii</sup> <https://www.local.gov.uk/inclusive-service-twenty-first-century-fire-and-rescue-service>

<sup>iii</sup>

[https://www.nationalfirechiefs.org.uk/write/MediaUploads/NFCC%20Guidance%20publications/NFCC%20Position%20papers%202020/People/NFCC Equality and Diversity position statement.pdf](https://www.nationalfirechiefs.org.uk/write/MediaUploads/NFCC%20Guidance%20publications/NFCC%20Position%20papers%202020/People/NFCC%20Equality%20and%20Diversity%20position%20statement.pdf)



FRA Response  
Times and Staffing.p

<sup>iv</sup> Somerset Technical Team report “FRA Response Times and Staffing”, July 2020

<sup>v</sup> Somerset Technical Team report “FRA Response Times and Staffing”, July 2020

<sup>vi</sup> <https://www.justiceinspectrates.gov.uk/hmicfrs/wp-content/uploads/public-perceptions-of-fire-and-rescue-services-in-england-2019-report.pdf>

<sup>vii</sup> [https://www.nationalfirechiefs.org.uk/write/MediaUploads/COVID-19/NFCC Making A Difference Document.pdf](https://www.nationalfirechiefs.org.uk/write/MediaUploads/COVID-19/NFCC_Making_A_Difference_Document.pdf)



Illustration of  
<sup>viii</sup> 65000 more HFSC.doc

<sup>ix</sup> NFCC Reserves Surveys 2018 and 2019 identified 18% of reserves for change programmes and a further 2% for specific digital enhancements

<sup>x</sup> 50% of grossed up admin cost per <http://www.fpsboard.org/images/PDF/Surveys/Aonreportfinal.pdf>

<sup>xi</sup>

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/900766/Public\\_Service\\_Pensions\\_Consultation.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/900766/Public_Service_Pensions_Consultation.pdf), page 31 para 2.58

<sup>xii</sup> 2 x grossed up admin costs per <http://www.fpsboard.org/images/PDF/Surveys/Aonreportfinal.pdf>

<sup>xiii</sup> <https://www.gov.uk/government/publications/local-authority-covid-19-financial-impact-monitoring-information>

<sup>xiv</sup> Using pay including on costs of £41,100 = 1,352 FF

<sup>xv</sup> % of 22,108 FF per [https://lginform.local.gov.uk/reports/lgastandard?mod-metric=964&mod-period=1&mod-area=E92000001&mod-group=AllRegions\\_England&mod-type=namedComparisonGroup](https://lginform.local.gov.uk/reports/lgastandard?mod-metric=964&mod-period=1&mod-area=E92000001&mod-group=AllRegions_England&mod-type=namedComparisonGroup)

<sup>xvi</sup> HMICFRS State of Fire 2019 “In the 27 services that provided comparable data, the number of appropriately trained staff who were allocated to protection work had reduced from 655 in 2011 to 450 in 2019. Another problem the sector faces is the number of qualified protection staff who move to more lucrative posts in the private sector. With inspecting officer qualifications taking at least 18 months to complete, services don’t have a quick fix to fill staffing shortfalls.” (p87, para 3.)

<sup>xvii</sup> £30m / £2.367bn from Fire Core Spending Power spreadsheet

<sup>xviii</sup> <https://publications.parliament.uk/pa/bills/cbill/58-01/0121/20200316FireSafetyBill2020IA.pdf>

<sup>xix</sup> “Further Costs to the FRS” Page 48 of

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/901866/20200708\\_Fire\\_Safety\\_Order\\_2005\\_Uplift\\_Consultation\\_IA.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/901866/20200708_Fire_Safety_Order_2005_Uplift_Consultation_IA.pdf)



NFCC Plan on a  
<sup>xx</sup> Page 2020-21.docx



CFOA GRANT  
<sup>xxi</sup> CONDITIONS- FINAL

<sup>xxii</sup> CPO Deliverables list for Grant Conditions, July 2020 filtered by “Red” funding status and no timeline allocated

## EAST SUSSEX FIRE AUTHORITY

**Date** 2 September 2021

**Title of Report** Treasury Management – Stewardship Report for 2020/21

**By** Duncan Savage, Assistant Director Resources/Treasurer

**Lead Officer** Richard Carcas. Principal Finance Officer (Treasury Management)

**Background Papers** East Sussex Fire Authority:  
 13 February 2020 – Agenda Item 45 Treasury Management Strategy for 2020/21  
 11 February 2021 – Agenda Item 97 Treasury Management Strategy for 2021/22

Policy and Resources Panel:  
 11 November 2020 – Agenda Item No 15: Half yearly report for 2020/21

CIPFA Treasury Management in the Public Services code of practice and cross sector guidance notes

Local Government Act 2003

CIPFA Prudential Code

**Appendices** None

### Implications

<b>CORPORATE RISK</b>		<b>LEGAL</b>	✓
<b>ENVIRONMENTAL</b>		<b>POLICY</b>	
<b>FINANCIAL</b>	✓	<b>POLITICAL</b>	
<b>HEALTH &amp; SAFETY</b>		<b>OTHER (please specify)</b>	
<b>HUMAN RESOURCES</b>		<b>CORE BRIEF</b>	
<b>EQUALITY IMPACT ASSESSMENT</b>			

**PURPOSE OF REPORT** The Annual Treasury Management Stewardship Report is a requirement of the Fire Authority’s reporting procedures and informs Members of Treasury Management performance and compliance with Prudential Indicators for 2020/21.

**EXECUTIVE SUMMARY** The Fire Authority has complied with its approved Treasury Management Strategy and Prudential Indicators for the year.

The Bank of England (BoE) Base Rate throughout 2020/21 was 0.10%. Both the Government and the Bank of England took rapid action in March 2020 at the height of the Covid-19

pandemic to provide support to financial markets to ensure their proper functioning, and to support the economy.

The average rate of interest received in 2020/21 through Treasury Management Activity was 0.41%. This reflected the Fire Authority's continuing prioritisation of security and liquidity over yield.

No new borrowing was undertaken and one loan of £75,000 was repaid during the year with total loan debt outstanding of £10.698m at 31 March 2021, the average interest rate was 4.60%. The next loan repayments are due on the 30<sup>th</sup> September 2021 (£400k) with the PWLB. There were no beneficial opportunities to reschedule debt during the year. The projected outturn of the Fire Authority's Capital Financing Requirement (CFR), a measure of the underlying need to borrow is £10.698m.

The Fire Authority reviewed options to invest a portion of core balances in longer duration funds during the setting of the 2020/21 Strategy. Decisions on investment have been taken in the context of the current economic climate, the current approved capital programme and the requirement to fund it over the medium term. No investment in longer duration funds was made during the year.

The current economic climate is evolving rapidly, as summarised in the commentary from Link Asset Services. At this time opportunities are being explored to secure investment returns within the acceptable risk parameters set out in the Authority's agreed Strategy.

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**RECOMMENDATIONS**    The Fire Authority is asked to note the Treasury Management Performance for 2020/21.

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## **TREASURY MANAGEMENT-STEWARDSHIP REPORT FOR 2020/21**

### **1            Introduction**

1.1        The Fire Authority's treasury management activities are regulated by a variety of professional codes and statutes and guidance:

- a)        The Local Government Act 2003 (the Act), which provides the powers to borrow and invest as well as providing controls and limits on this activity;
- b)        Statutory Instrument (SI) 3146 2003 develops the controls and powers within the Act;
- c)        The SI requires the Fire Authority to undertake any borrowing activity with regard to the Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code for Capital Finance in Local Authorities;

- d) Under the Act the Ministry of Housing, Communities & Local Government (MHCLG) has issued Investment Guidance to structure and regulate the Authority's investment activities.

1.2 The Fire Authority has adopted the CIPFA Code of Practice for Treasury Management in the Public Sector and operates its treasury management service in compliance with this Code and the above requirements. These require that the prime objective of the treasury management activity is the effective management of risk, and that its borrowing activities are undertaken on a prudent, affordable and sustainable basis and its treasury management practices demonstrate a low risk approach.

1.3 The Code requires the regular reporting of treasury management activities to:

- a) Forecast the likely activity for the forthcoming year (in the Annual Treasury Strategy Report);
- b) Review actual activity for the preceding year (this report);
- c) A mid year review; and
- d) A change in the Strategy (if and when required).

1.4 This report sets out:

- a) A summary of the strategy agreed for 2020/21 and the economic factors affecting the strategy in the year;
- b) The Fire Authority's treasury activity during the year on borrowing and short term investments;
- c) The Prudential Indicators which relate to the Treasury function and compliance with limits

## **2 2020/21**

### **2.1 Strategy for 2020/21**

2.1.1 At its meeting on 13 February 2020, the Fire Authority agreed its Treasury Management Strategy for 2020/21, taking into account the economic scene including forecast levels of interest rates. At the same time, the Treasury Management Policy Statement was agreed for 2020/21 as set out below.

2.1.2 East Sussex Fire Authority defines its treasury management activities as:

“The management of the organisation's cash flows, its banking, money market and capital market transactions, the effective management of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”

The Fire Authority regards the successful identification, monitoring and management of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications

for the organisation.

This Authority acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving best value in treasury management, and to employing suitable performance measurement techniques, within the context of effective risk management.

### **Borrowing**

- 2.1.3 The Fire Authority at the beginning of 2020/21 did not expect to undertake any additional external borrowing in the next 12 months. Future borrowing would need to be considered in the short to medium term in order to fund its Capital Strategy.
- 2.1.4 Opportunities to reschedule debt have been monitored but have not arisen as yet. The PWLB increased all of its lending rates in October 2010 by 1% on all rates. However, it did not increase the rate of interest used for repaying debt so that not only had the cost of our future borrowing increased but the opportunity to restructure our debt when market conditions allow has been significantly reduced.

### **Investment**

- 2.1.5 When the strategy was agreed in February 2020, it emphasised the continued importance of taking account of the current and predicted future state of the financial sector. The Treasury Management advisors (Link Asset Services) commented on short term interest rates, the UK economy, inflation, the outlook for long term interest rates and these factors were taken into account when setting the strategy.
- 2.1.6 Options for alternative investments based on the capital strategy and levels of investment balances available was considered. An option appraisal concluded that, given the Authority's planned steep reduction in reserves (resulting from its planned investment in its Capital Asset Strategy and Project 21), then investment options with a time horizon of up to 3 years would suit the Authority's cash profile and maximise returns at an appropriate level of risk. Officers in conjunction with the Treasurer would aim to seek additional returns within the approved strategy with regard to security, liquidity and yield in that order.
- 2.1.7 It was recommended to add Short Dated Bond Funds to the Authority's current approved options for Investment. They are added to the group of Specified Investments.
- 2.1.8 The Authority makes use of the creditworthiness service provided by Link Asset Services. This service employs a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies - Fitch, Moodys and Standard and Poors. The credit ratings of counterparties are supplemented with the following overlays:
- credit watches and credit outlooks from credit rating agencies;
  - credit default swap (CDS) spreads to give early warning of likely changes in credit ratings; and

- sovereign ratings to select counterparties from only the most creditworthy countries.

2.1.9 The strategy going forward was to continue with the policy of ensuring minimum risk but was also intended to deliver secure investment income of at least bank rate on the Fire Authority's cash balances.

2.1.10 As was clear from the events globally and nationally since 2008, it is impossible in practical terms to eliminate all credit risk. The Fire Authority seeks to be as prudent as possible.

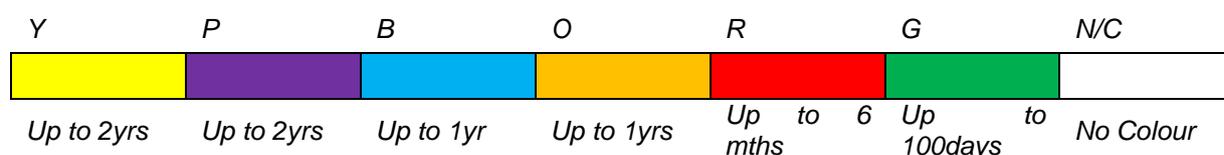
2.1.11 The strategy aimed to ensure that in the economic climate that a prudent approach was maintained. This would be achieved through investing with selected banks and funds which met the Authority's rating criteria. The emphasis would continue on security (protection of the capital sum invested) and liquidity (keeping money readily available for expenditure when needed) rather than yield. The strategy continued with this prudent approach.

2.1.12 It was also recognised that movements within the money markets happen with no notice and the Treasurer may have to amend this strategy in order to safeguard Fire Authority funds. As in the past any such actions would be reported to the next Fire Authority meeting.

2.1.13 The Fire Authority balances were to be invested in line with the following specific methodology:-

The modelling approach combines credit ratings, credit watches and credit outlooks in a weighted scoring system which is then combined with an overlay of CDS spreads for which the end product is a series of colour coded bands which indicate the relative credit worthiness of counterparties. These colour codes are used by the Authority to determine the duration for investments. The strategy provides scope to invest in AAA rated foreign banks. However the Authority proposes to only use counterparties noted in the table below and within the following durational bands that are domiciled in the UK.

- Yellow 2 years
- Purple 2 years
- Blue 1 year (only applies to nationalised or semi nationalised UK Banks)
- Orange 1 year
- Red 6 months
- Green 3 months
- No Colour, not to be used



The Link Asset Services credit worthiness service uses a wider array of information than just primary ratings and by using a risk weighted scoring system, does not give undue influence to just one agency's ratings.

Typically the minimum credit ratings criteria the Authority use, will be a short

term rating (Fitch or equivalents) of short term rating F1, long term rating A-, viability rating of A-, and a support rating of 1. There may be occasions when the counterparty ratings from one rating agency are marginally lower than these ratings but may still be used. In these instances consideration will be given to the whole range of ratings available, or other topical market information, to support their use.

All credit ratings will be monitored daily. The Authority is alerted to changes to ratings of all three agencies through its use of the Link Asset Services credit worthiness service.

- if a downgrade results in the counterparty or investment scheme no longer meeting the Authority's minimum criteria, its further use as a new investment will be withdrawn immediately.
- in addition to the use of credit ratings the Authority will be advised of information in movements in Credit Default Swap against the iTraxx benchmark and other market data on a weekly basis. Extreme market movements may result in downgrade of an institution or removal from the Authority's lending list.

The Link Asset Services methodology determines the maximum investment duration under the credit rating criteria. Key features of Link Asset Services credit rating policy are:

- a mathematical based scoring system is used taking ratings from all three credit rating agencies.
- negative and positive watches and outlooks used by the credit rating agencies form part of the input to determine a counterparty's time band (i.e. 3, 6, 9, 12 months etc.).
- CDS spreads are used in Link Asset Services creditworthiness service as it is accepted that credit rating agencies lag market events and thus do not provide investors with the most instantaneous and "up to date" picture of the credit quality of a particular institution. CDS spreads provide perceived market sentiment regarding the credit quality of an institution.
- After a score is generated from the inputs a maximum time limit (duration) is assigned and this is known as the Link Asset Services colour which is associated with a maximum suggested time boundary.

### Counterparty List:

Counterparty	Country/ Domicile	Instrument	Maximum investments	Max. maturity period
<b>Counterparties in UK</b>				
Debt Management and Deposit Facilities (DMADF)	UK	Term Deposits	unlimited	1 yr
Government Treasury bills	UK	Term Deposits	unlimited	1 yr
Local Authorities	UK	Term Deposits	unlimited	1 yr
RBS/NatWest Group • Royal Bank of Scotland • NatWest	UK	Term Deposits (including callable deposits), Certificate of Deposits	£4m	1 yr
Lloyds Banking Group • Lloyds Bank • Bank of Scotland	UK		£4m	1 yr
Barclays	UK		£4m	1 yr
Santander UK	UK		£4m	1 yr
HSBC	UK		£4m	1 yr
Goldman Sachs IB	UK	Term Deposits	£4m	1 yr
Standard Chartered	UK	Term Deposits	£4m	1 yr
Individual Money Market Funds (MMF) CNAV and LVNAV	UK/Ireland/ domiciled	AAA rated Money Market Funds	£4m	Liquidity/ instant access
Enhanced Money Market / Cash Funds (EMMFs) VNAV	UK/Ireland/ EU domiciled	AAA Bond Fund Rating	£4m	Liquidity

- 2.1.14 All Money Market Funds used will be monitored and chosen by the size of the fund, rating agency recommendation, exposure to other Countries (Sovereign debt), weighted average maturity and weighted average life of fund investment and counterparty quality.
- 2.1.15 All of the investments held with the above counterparties will be classified as Specified Investments. These investments are sterling investments of not more than one-year maturity with institutions we deem to be high credit quality or with the UK Government (Debt Management Account Deposit Facility). These are considered low risk assets where the possibility of loss of principal or investment income is small.
- 2.1.16 Non Specified Investments are any other types of investment that are not defined as specified. The identification and rationale supporting the selection of these other investments are set out below:

<b>Table 4</b>	<b>Minimum credit criteria</b>	<b>Period</b>
Local Authorities	Government Backed	2 years
Mixed Asset Fund(s)	N/A	2 - 5 years
Short Dated Bond Funds (s)*	N/A	2 - 5 years
Pooled Property Fund(s)	N/A	5 + years

\*Additional option for investment during 2020/21

The maximum amount that can be invested will be monitored in relation to the Authority's surplus monies and the level of reserves, the limit will be £2.5m across all non specified investments. The approved counterparty list will be maintained by referring to an up-to-date credit rating agency reports, and the Authority will liaise regularly with brokers for updates. Counterparties may be added to or removed from the list only with the approval of the Treasurer.

## **2.2 The economy in 2020/21 – Commentary from Link Asset Services (Treasury Management Advisors) in April 2021.**

2.2.1 The financial year 2020/21 will go down in history as being the year of the pandemic. The first national lockdown in late March 2020 did huge damage to an economy that was unprepared for such an eventuality. This caused an economic downturn that exceeded the one caused by the financial crisis of 2008/09. A short second lockdown in November did relatively little damage but by the time of the third lockdown in January 2021, businesses and individuals had become more resilient in adapting to working in new ways during a three month lockdown so much less damage than was caused than in the first one.

2.2.2 The advent of vaccines starting in November 2020, was a game changer. The way in which the UK and US have led the world in implementing a fast programme of vaccination which promises to lead to a return to something approaching normal life during the second half of 2021, has been instrumental in speeding economic recovery and the reopening of the economy. In addition, the household saving rate has been exceptionally high since the first lockdown in March 2020 and so there is plenty of pent-up demand and purchasing power stored up for services in the still-depressed sectors like restaurants, travel and hotels as soon as they reopen. It is therefore expected that the UK economy could recover its pre-pandemic level of economic activity during quarter 1 of 2022.

2.2.3 The Monetary Policy Committee (MPC) cut Bank Rate from 0.75% to 0.25% and then to 0.10% in March 2020 and embarked on a £200bn programme of quantitative easing (QE - purchase of gilts so as to reduce borrowing costs throughout the economy by lowering gilt yields). The MPC increased then QE by £100bn in June and by £150bn in November to a total of £895bn. While Bank Rate remained unchanged for the rest of the year, financial markets were concerned that the MPC could cut Bank Rate to a negative rate; this was firmly discounted at the February 2021 MPC meeting when it was established that commercial banks would be unable to implement negative rates for at least six months – by which time the economy was expected to be making a strong recovery and negative rates would no longer be needed.

2.2.4 Average inflation targeting. This was the major change adopted by the Bank of

England in terms of implementing its inflation target of 2%. The key addition to the Bank's forward guidance in August was a new phrase in the policy statement, namely that "*it does not intend to tighten monetary policy until there is clear evidence that significant progress is being made in eliminating spare capacity and achieving the 2% target sustainably*". That seems designed to say, in effect, that even if inflation rises to 2% in a couple of years' time, do not expect any action from the MPC to raise Bank Rate – until they can clearly see that level of inflation is going to be persistently above target if it takes no action to raise Bank Rate. This sets a high bar for raising Bank Rate and no increase is expected by March 2024, and possibly for as long as five years. Inflation has been well under 2% during 2020/21; it is expected to briefly peak at just over 2% towards the end of 2021, but this is a temporary short lived factor and so not a concern to the MPC.

2.2.5 Inflation has posed little concern for the MPC during the last year, being mainly between 1.5 – 2.0%. It is also not going to be an issue for the near future as the world economy will be heading into a recession which is already causing a glut in the supply of oil which has fallen sharply in price. Other prices will also be under downward pressure while wage inflation has also been on a downward path over the last half year and is likely to continue that trend in the current environment. While inflation could even turn negative in the Eurozone, this is currently not likely in the UK.

2.2.6 Employment - Government support. The Chancellor has implemented repeated rounds of support to businesses by way of cheap loans and other measures, and has protected jobs by paying for workers to be placed on furlough. This support has come at a huge cost in terms of the Government's budget deficit ballooning in 2020/21 and 2021/22 so that the Debt to GDP ratio reaches around 100%. The Budget on 3rd March 2021 increased fiscal support to the economy and employment during 2021 and 2022 followed by substantial tax rises in the following three years to help to pay the cost for the pandemic. This will help further to strengthen the economic recovery from the pandemic and to return the government's finances to a balanced budget on a current expenditure and income basis in 2025/26. This will stop the Debt to GDP ratio rising further from 100%. An area of concern, though, is that the government's debt is now twice as sensitive to interest rate rises as before the pandemic due to QE operations substituting fixed long-term debt for floating rate debt; there is, therefore, much incentive for the Government to promote Bank Rate staying low e.g. by using fiscal policy in conjunction with the monetary policy action by the Bank of England to keep inflation from rising too high, and / or by amending the Bank's policy mandate to allow for a higher target for inflation.

2.2.7 BREXIT - the final agreement on 24 December 2020 eliminated a significant downside risk for the UK economy. The initial agreement only covered trade so there is further work to be done on the services sector where temporary equivalence has been granted in both directions between the UK and EU; that now needs to be formalised on a permanent basis. There was much disruption to trade in January as form filling has proved to be a formidable barrier to trade. This appears to have eased somewhat since then but is an area that needs further work to ease difficulties, which are still acute in some areas.

## 2.3 Interest on short term balances

2.3.1 The total amount received in short term interest for the 2020/21 was £107,425 at

an average rate of 0.41%, the average base rate for the year was 0.10%. A combination of Bank notice accounts, Local Authority Deposits and Money Market Funds were used over the past 12 months.

2.3.2 Full detail of the interest received has been set out in paragraph 3.7.4

## 2.4 Long term borrowing

2.4.1 No borrowing was undertaken in 2020/21. The total outstanding loan debt at 31 March 2021 was £10,698,000. There was a single PWLB loan maturity in year on the 31 March for £75,000. The average interest rate on external debt for the year was 4.60%. A further two loans will mature on 30 September 2021 totalling £400,000 at fixed rates of 4.75% and 4.88%.

2.4.2 No rescheduling was done during the year as the average 1% differential between PWLB new borrowing rates and premature repayment rates made rescheduling unviable.

## 2.5 Short term borrowing

2.5.1 No borrowing was undertaken on a short-term basis during 2020/21 to date to cover temporary overdraft situations.

## 3 Prudential Indicators and limits relating to Treasury Management activities

### 3.1 The limits set for 2020/21

The Strategy Report for 2020/21 set self-imposed prudential indicators and limits. There are on an annual basis and monitored. They comprise:

- Authorised limit for borrowing (see 3.2 below)
- Interest rate exposure (see 3.3 below)
- Maturity structure of debt (see 3.4 below)
- Maturity structure of investments (see 3.5 below)
- Compliance with the treasury management code of practice (see 3.6 below)
- Interest on our investments (see 3.7 below)
- Capital Financing Requirement and Minimum Revenue Provision Statement (see 3.8 below)

None of the limits were exceeded in 2020/21.

### 3.2 Authorised limit for borrowing

3.2.1 The table below sets out the actual 2019/20, original estimate and actual in 2020/21 for borrowing.

	<b>2019/20 Actual</b>	<b>2020/21 Original Estimate</b>	<b>2020/21 Actual</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Opening CFR</b>	<b>10,773</b>	<b>10,773</b>	<b>10,773</b>

Capital Investment	2,756	5,375	2,295
Sources of Finance	(2,325)	(4,944)	(1,939)
MRP	(431)	(431)	(431)
<b>Movement in year</b>	<b>-</b>	<b>(75)</b>	<b>(75)</b>
<b>Closing CFR</b>	<b>10,773</b>	<b>10,698</b>	<b>10,698</b>
less Finance Lease Liability	-	-	-
<b>Underlying Borrowing Requirement</b>	<b>10,773</b>	<b>10,698</b>	<b>10,698</b>
<b>Actual Long Term Borrowing</b>	<b>10,773</b>	<b>10,698</b>	<b>10,698</b>
Over / (Under) Borrowing	-	-	-
<b>Operational Boundary</b>	<b>10,810</b>	<b>10,735</b>	<b>11,166</b>
<b>Authorised Limit</b>	<b>13,199</b>	<b>13,124</b>	<b>13,555</b>

3.2.2 The outturn for 2020/21 shows no under or over borrowing.

3.2.3 The Operational boundary for borrowing was based on the same estimates as the Authorised limit. It reflected directly the authorised borrowing limit estimate without the additional amount for short term borrowing included to allow, for example, for unusual cash movements. The Operational boundary represents a key management tool for in year monitoring and long term borrowing control.

3.2.4 The borrowing limits set in each year include capacity to borrow in advance of need.

3.2.5 The Authorised limit was consistent with the Fire Authority's current commitments, existing plans and the proposals for capital expenditure and financing, and with its approved treasury management policy statement and practices. It was based on the estimate of most likely, prudent but not worst case scenario, with in addition sufficient headroom (short term borrowing) over and above this to allow for day to day operational management, for example unusual cash movements or late receipt of income. Risk analysis and risk management strategies were taken into account as were plans for capital expenditure, estimates of the capital financing requirement and estimates of cash flow requirements for all purposes.

3.2.6 The Authorised limit is the "Affordable Borrowing Limit" required by S3 of the Local Government Act 2003 and must not be breached. The estimated long term borrowing at 31 March 2021 of £10,698,000 is under the Authorised limit set for 2020/21 of £13,555,000.

### 3.3 Interest rate exposure

3.3.1 The Fire Authority's Prudential Indicator continued the practice of seeking competitive fixed interest rate exposure for borrowing and lending.

	2020/21	2021/22	2022/23
Interest rate exposures	Upper	Upper	Upper

Limits on fixed interest rates based on net debt*	100%	100%	100%
Limits on variable interest rates based on net debt*	0%	0%	0%

\*Net debt is borrowings less investments

### 3.4 Maturity structure of debt

3.4.1 The Fire Authority set upper and lower limits for the maturity structure of its borrowings as follows.

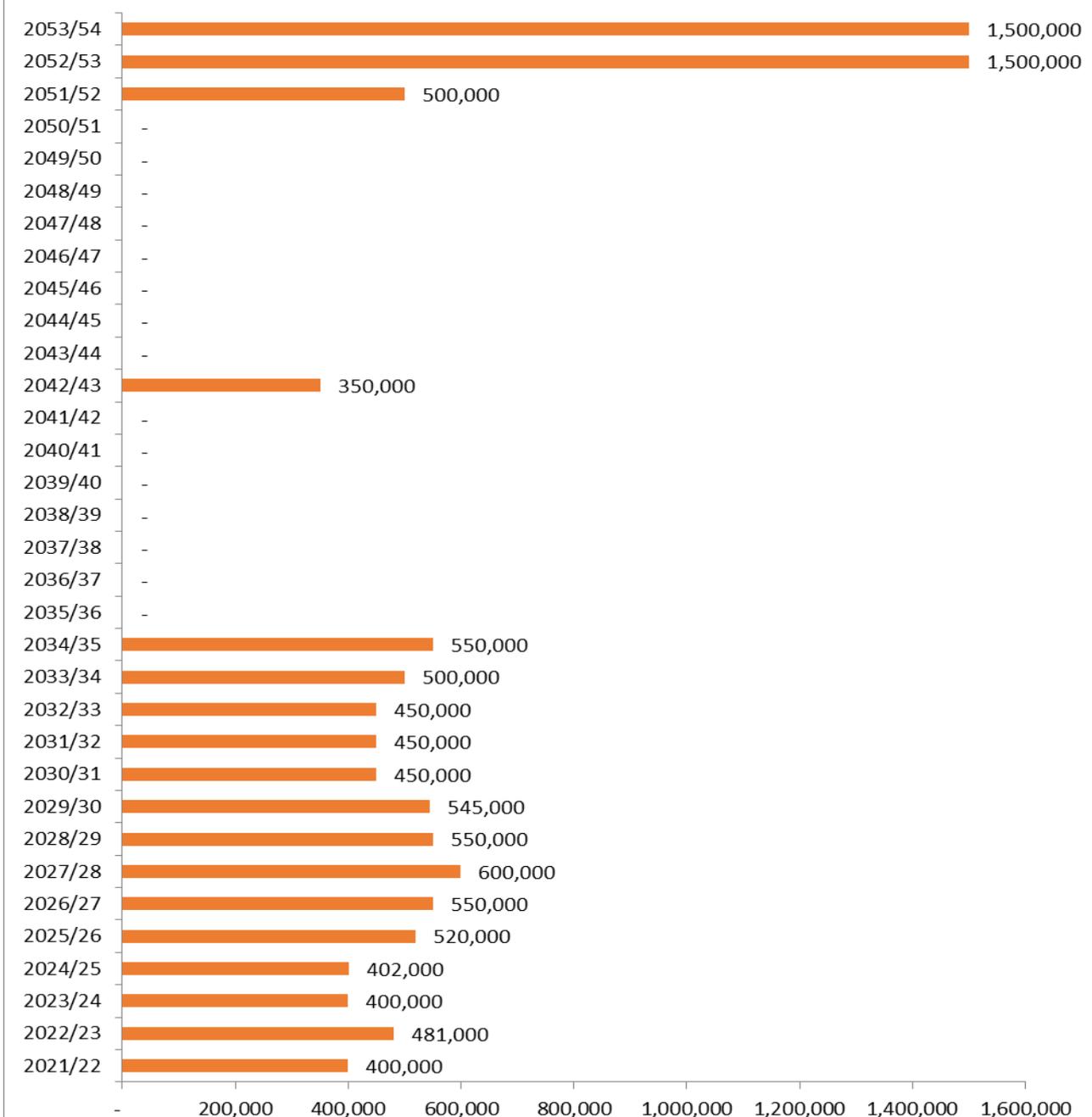
	<u>Lower Limit</u>	<u>Upper Limit</u>	<u>At 31 March 2021</u>
Under 12 months	0%	25%	4%
12 months and within 24 months	0%	40%	4%
24 months and within 5 years	0%	60%	12%
5 years and within 10 years	0%	80%	21%
10 years and within 20 years	0%	80%	22%
20 years and within 30 years	0%	80%	3%
30 years and within 40 years	0%	80%	32%
Over 40 years	0%	80%	0%

3.4.2 Any new borrowing undertaken would give due consideration to the debt maturity profile, ensuring that an acceptable amount of debt is due to mature in any one financial year. This helps to minimise the authority's exposure to the risk of having to replace a large amount of debt in any future years when interest rates may be unfavourable.

3.4.3 No new borrowing was undertaken in 2020/21. The following graph shows the majority of debt matures in the next 10 to 20 years with some longer dated maturities out to 2053/54. Two loans are to be repaid on the 30 September 2021 totalling £400,000.

3.4.4 PWLB Debt Maturity Profile

### East Sussex Fire Authority PWLB debt maturity profile March 2021



### 3.5 Maturity Structure of Investments

3.5.1 The limits below are deemed prudent and will be reviewed in future years.

Principle sums invested for periods longer than 365 days			
	2020/21 £m	2021/22 £m	2022/23 £m
Limit	2.50	2.50	2.50

### 3.6 Compliance with the Treasury Management Code of Practice

3.6.1 East Sussex Fire Authority has adopted the CIPFA Code of Practice for Treasury Management in the Public Services.

### 3.7 Interest on Investments

3.7.1 Base interest rates during 2020/21 were held at 0.10% reduced by the Bank of England as a response to the Covid-19 pandemic in March 2020.

3.7.2 There have been continued uncertainties in the markets during the year as a result of the Covid-19 pandemic and the rapidly changing situation nationally and globally.

3.7.3 The strategy for 2020/21 continued the prudent approach and ensured that all investments were only to the highest quality rated banks and financial institutions up to a period of 3 years based on the estimates of capital expenditure.

3.7.4 The table below sets out the average monthly rate received on our investments and compares it to the Bank of England Base rate to reflect the interest rates available in the market.

Month	Amount £	Monthly rate	Margin against Average Base rate	Average balance in month £m
April	12,684	0.60%	+0.50%	25.6
May	13,486	0.62%	+0.52%	25.6
June	11,329	0.55%	+0.45%	25.1
July	10,883	0.50%	+0.40%	25.5
August	10,881	0.43%	+0.33%	29.6
September	9,090	0.38%	+0.28%	29.4
October	8,219	0.34%	+0.24%	28.2
November	7,152	0.32%	+0.22%	26.9
December	7,107	0.33%	+0.23%	25.6
January	6,287	0.30%	+0.20%	24.7
February	4,899	0.27%	+0.17%	23.5
March	5,408	0.29%	+0.19%	22.1
<b>Total in 2020/21</b>	<b>107,425</b>	<b>0.41%</b>	<b>+0.31%</b>	<b>25.9</b>

3.7.5 The total amount received in short term interest for the year was £107,425 at an average rate of 0.41%. This was above the average base rates in the same period (0.10%) and reflects the Fire Authority's risk appetite ensuring, so far as possible in the financial climate, the security of principal and the minimisation of risk.

3.7.6 Throughout the year bank notice accounts and fixed term deposits with banks and other Local Authorities were used to invest core balances up to duration of 18 months. Instant access cash money market funds were used to hold liquidity balances to meet day to day creditor requirements. Interest earned by the main liquidity buckets are detailed below.

<b>Investment Type</b>	<b>Liquidity Bucket</b>	<b>Interest Earned 2020/21 (£)</b>
Money Market Funds	Instant Access	10,824
Bank Notice Accounts	95 Day Notice	58,550
Fixed Term Deposits (Banks / Local Authorities)	175 Day Notice / Fixed Term	22,522
	<b>Total in 2020/21</b>	<b>107,425</b>

3.7.7 The Treasurer and Officers will continually review the current portfolio and the market situation with regard to the 2020/21 options appraisal. The approach to balance investment decisions in the medium to long term with the planned reduction in reserves and balances in the current economic climate will be a key consideration.

#### **4 Treasury Management Advisors**

4.1 The Strategy for 2020/21 explained that the Fire Authority uses Link Asset Services as its treasury management consultant through the contract that exists with East Sussex County Council. A range of services have been provided including:

- a) Technical support on treasury matters, capital finance issues and advice on reporting;
- b) Economic and interest rate analysis;
- c) Debt services which includes advice on the timing of borrowing;
- d) Debt rescheduling advice surrounding the existing portfolio;
- e) Generic investment advice on interest rates, timing and investment instruments;
- f) Credit ratings from the three main credit rating agencies and other market information;
- g) Assistance with training on treasury matters.

4.2 Whilst the advisers provide support to the internal treasury function, under current market rules and the CIPFA Code of Practice the final decision on treasury matters remained with the Authority. This service remains subject to regular review.

4.3 Link Asset Services is the largest provider of Treasury Management advice services to local authorities in the UK and they claim to be the market-leading treasury management service to their clients and better those offered by competitors. The advice will continue to be monitored regularly to ensure an excellent level of service provided to our authority.

#### **5 Conclusion**

5.1 The prime objective of Treasury Management is the effective management of risk and that its activities are undertaken in a prudent affordable and sustainable basis. This report confirms the Authority has continued to follow an extremely prudent approach with the main criteria of security and liquidity before yield. The current emphasis must be to continue to be able to react quickly if market conditions worsen.

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## EAST SUSSEX FIRE AND RESCUE SERVICE

**Date** 2 September 2021

**Title of Report** 2020/21 Annual Performance Outcome report

**By** Sharon Milner, Planning & Intelligence Manager  
 Marcus Whiting, Performance Analyst

**Lead Officer** Liz Ridley, Assistant Director – Planning & Improvement

**Lead Member** Cllr Paul Redstone

**Background Papers** None

**Appendices** Appendix A – Annual performance outcome report 2020/21  
 Appendix B – Plain English indicator definitions

### Implications

<b>CORPORATE RISK</b>		<b>LEGAL</b>	
<b>ENVIRONMENTAL</b>		<b>POLICY</b>	
<b>FINANCIAL</b>		<b>POLITICAL</b>	
<b>HEALTH &amp; SAFETY</b>		<b>OTHER (please specify)</b>	
<b>HUMAN RESOURCES</b>		<b>CORE BRIEF</b>	

**PURPOSE OF REPORT** To present the annual performance results for 2020/21

**EXECUTIVE SUMMARY** This report provides the Fire Authority with details of East Sussex Fire Rescue Service’s performance for the period April – March 2020/21. In total there are 21 indicators, but only 16 have comparable data due to the national pandemic as the service had to adapt models of service delivery including telephone home safety visits and business safety audits. Eleven of the top level indicators improved or met the target set in 2020/21 (69%), two indicators stayed the same and three declined against the previous year.

**RECOMMENDATION** The Fire Authority is asked to:

1. Consider the performance results and progress towards achieving the Service’s purpose and commitments.

2. Consider the performance results and remedial actions that have been taken to address areas of under performance in the Fire Authority's priority areas.
- 

## **1. INTRODUCTION**

- 1.1 This report summarises the 2020/21 performance outcomes for East Sussex Fire and Rescue Service. The report aims to provide a single view of information which allows Elected Members, Auditors and members of the public to hold the Service's senior managers and staff to account in terms of the provision and performance of their Fire & Rescue Service for 2020/21.
- 1.2 The report provides a comparison against last year's performance, whether or not the target was achieved, where one has been set, and the direction of travel from the previous year for example, improved, stayed the same or declined.
- 1.3 Due to the limitations imposed by the COVID-19 restrictions ESFRS has continued to find other ways of undertaking home safety visits, business safety audits and engagements. Hence, as per the previous performance reports this year, the standard PIs do not reflect this additional work and the direction of travel has not been reported against these areas. Therefore this report includes all indicator results, but only shows the previous year comparison against 16 of the total 21.
- 1.4 East Sussex Fire & Rescue Service results are compared against the results for Fire and Rescue Services in the rest of England on a scale of best to worst performance based on the 2019/20 national data sets which are the latest available.
- 1.5 The report highlights almost no change on last year's performance as 69% of indicators improved or met the target as opposed to 70% the previous year. Although 16 were reported on in 2020/21 and 21 in 2019/20.

## **2. Main issues**

- 2.1 The Scrutiny and Audit Panel set seven priority areas for the Service to concentrate on. This report provides detailed commentary against those areas. Additional commentary is also provided for other areas of interest.

The Fire Authority priorities areas are:

1. Reducing accidental dwelling fires
2. Confining the fire to the room of origin
3. Reducing attendance at false alarm calls
4. Increasing the number of home safety visits to vulnerable members of our community
5. Reducing sickness
6. Numbers of home safety visits
7. Increasing inspections in high risk premises

## **2.2 Reducing accidental dwelling fires**

2.2.1 Accidental dwelling fires have been a priority area for the Service for a number of years. Accidental dwelling fires have reduced by 50% from 2000/01 overall and have plateaued in more recent years. However in 2020/21 ESFRS recorded the lowest number of accidental dwelling fires ever with 443. This is a further 2% reduction against the previous year when 453 were reported. 55% of the accidental dwelling fires occurred in the kitchen, with cooking appliances responsible for 202 (82%) of these.

2.2.2 The accidental dwelling fire reduction group continues to proactively engage with our communities and COVID-19 presented a new challenge when approaching communications around accidental dwelling fires. The service used a range of digital channels to target key demographics, asking them to pass on messages to those who may not be linked up with the internet. Key messages were available on the website and people were signposted to this area: <https://www.esfrs.org/keeping-you-safe/>

2.2.3 Social media was used, both supporting the NFCC's Ready Willing Able campaign and our own ESFRS branding. Traditional media was used too, which helped us reach those who would not normally engage online. This primarily focused on encouraging the uptake of virtual home safety visits. <https://www.esfrs.org/news/2020-news/virtual-home-safety-visits-and-covid19-support-calls/>

2.2.4 During the Christmas period, we ran a short social media campaign 'Memeing of Christmas' which consisted of a series of memes from popular Christmas films tied in with home fire safety messages. Examples of the memes can be found here:  
<https://twitter.com/EastSussexFRS/status/1342062748457455617>  
<https://twitter.com/EastSussexFRS/status/1341700354929471488>  
<https://twitter.com/EastSussexFRS/status/1341337961707802633>

## **2.3 Responding quickly to a fire to stop it spreading from the room it started in**

2.3.1 There was a decrease in performance in comparison to last year, with 92.7% of fires confined to the room of origin in 2019/20 compared to 90.5% in 2020/21 we consistently perform well in this area. In real numbers this means that out of 443 fires attended we contained 401 to the room of origin.

## **2.4 Reducing false alarm calls, especially in properties with a previous history of this**

2.4.1 46.8% (4,513) of our total incidents in 2020/21 were to false alarm calls. 32.3% (3,117) were attributed to automatic fire detector systems. We are undertaking more targeted work to ensure that we continually review and improve efficiencies across the Service. A demand management review was agreed as part of the Fire Authority's Integrated Risk Management Plan in September 2020.

2.4.2 Work is now underway to propose that ESFRS will not attend Unwanted Fire Signals (UwFS) from automatic fire alarms in commercial premises between the hours of 0900 and 1700, Monday to Friday. This strategy was agreed by Scrutiny and Audit in July 2021 it is hoped this will be fully implemented by 31 March 2022.

## **2.5 Increasing the number of home safety visits that we complete with the more vulnerable members of our community**

2.5.1 We delivered 95.7% of our home safety visits to vulnerable people within our community 2020/21 which is a slight increase on last year (92.2%). Although a different delivery module was in place this year due to COVID-19 so these were completed over the telephone.

## **2.6 Reducing the number of absences of our employees due to sickness.**

2.6.1 Sickness absence is another priority area for the service and performance has improved from the previous year, with 6.6 shifts lost against 10.0 in 2019/20. An element of this is due to COVID-19 and the fact that many employees are working from home and operational crews have changed their ways of working on station to minimise unnecessary contact and contamination. Also there has been a change in the way that COVID-19 symptom related illnesses are recorded, so currently these go under an 'other absence' code.

2.6.2 Of the 6.6 shifts lost per employee at the end of 2020/21, 4.6 of these are due to long term sickness, 0.8 due to medium term sickness and 1.2 due to short term sickness. By the end of 2020/21 Wholetime had lost 6.7 shifts per employee, Control 6.5 shifts per employee and support staff 6.2.

## **2.7 Number of Home Safety Visits**

2.7.1 Due to the COVID-19 pandemic ESFRS has had to adopt new models of service delivery so the majority of the prevention and protection work in 2020/21 was undertaken over the telephone. In total 2,069 properties were visited. In total 7,178 telephone home safety visits were conducted by community safety staff and operational crews. This cannot be compared with the previous year.

## **2.8 Inspections of high risk premises completed**

2.8.1 This priority area was introduced in 2017/18 and deemed critically important following the Grenfell Tower fire on 14 June 2017.

2.8.2 A new delivery model also needed to be introduced for Inspections of high risk premises and the operational business safety visits due to the COVID-19 restrictions. As happened with the home safety visits these were also completed over the telephone. 330 telephone high risk inspections were recorded and 82 operational business safety visits, this work cannot be compared with the previous year.

2.8.3 The Service is reviewing the current national Risk Based Inspection program and has introduced Business Safety checks/audits by operational personnel. There are a number of areas that will help improve performance in this area including:

- The upgrade of the Customer Relationship Management database to help staff record audits quickly and effectively and it will be developed to deliver a qualitative risk based inspection program. The project will deliver a mobile digital platform to support efficiencies in the audit process.
- We will continue to identify and inspect premises at higher risk of fire
- We will provide all premises where the Fire Safety Order applies with a qualitative relative risk rating
- There are plans to use the inspection program to collect enhanced firefighter risk information

## **2.9 Other commentary**

### **2.9.1 Number of RIDDOR incidents**

2.9.2 The majority of the RIDDOR notifications to HSE are for incapacitation over 7 days. There has been a decrease of 50% when compared to the previous year (6 against 12).

2.9.3 2020/21 recorded a decrease in the total number of safety events submitted to fewer than 200, for the first time in 4 years. This is a 17% decrease in safety event reports from the previous year. This could be as a result of greater limitations on the Service's normal activities due to the impact of COVID-19 restrictions and will be monitored throughout 2021/22.

### **2.9.4 Compliments and complaints**

2.9.5 The annual outcome report contains a summary of the complaints received against the Service. Effective complaint management is an important element of maintaining the Service's reputation. Complaints are also a valuable tool in helping to understand resident's expectations of service delivery and should be an essential part in identifying improvements across the organisation.

2.9.6 Complaints received are formally recorded by the Service Complaints Officer (SCO) and, as far as possible, dealt with immediately. Where this is not possible, complaints are:

- acknowledged within three working days
- responded to within one month of the complaint being received by ESFRS
- kept under review and the complainant kept informed of progress or any reasons which are causing a delay
- monitored by the SCO to identify problem areas.

2.9.7 There were 31 complaints received in 2020/21, one more than in the previous year. Of the complaints, three were considered justified, one partially justified and thirteen unjustified. A further nine were logged for recording purposes, one was closed as no further information was received to pursue it, three were dealt with as HR matters and there is one that is on-going.

2.9.8 Upon analysis, employee conduct were the highest causes for complaints in 2020/21. Poor driving standards of which one was justified. On a positive note the majority of complaints received were proven to be unjustified after a full investigation

2.9.9 During the year we received 91 “thank you” letters from various members of the public as opposed to 194 received last year. Compliments are circulated to staff through the service brief on a weekly basis and cover all aspects of our service provision including home safety visits, incidents attended, school visits, education events etc.

	2018/19	2019/20	2020/21
Complaints received	30	30	31
Compliments received	214	194	91

2.10 The performance outcome summary is set out in Appendix A attached as a separate document.

2.11 A list of useful definitions is attached at Appendix B.



**East Sussex**  
Fire & Rescue Service

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# **Annual Performance Outcome Report for 2020/21**

**SEPTEMBER 2021**

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# 1. Introduction

This report provides details of East Sussex Fire & Rescue Service's performance for the period April – March 2020/21.

It provides a transparent, single view of information which allows Elected Members, Auditors and members of the public to hold the Service's senior managers and staff to account in terms of the provision and performance of their Fire & Rescue Service for 2020/21.

The Fire Authority's purpose is to 'make our communities safer'. We have developed four overarching commitments to the public as follows;

**Our Purpose is:** *We make our communities safer*

**Our Commitments are:** *Delivering high performing services*  
*Educating our communities*  
*Developing a multi-skilled, safe and valued workforce*  
*Making effective use of our resources*

**Our Core Values are:** *Proud*  
*Accountable*  
*Integrity*  
*Respect*

## 2. Operating Environment

East Sussex Fire & Rescue Service provides prevention, protection and response services to 850,590 people living in 371,279 households within the area of East Sussex and the City of Brighton & Hove. We work within a large and diverse area on the south coast of England, covering rural locations as well as a busy city centre and urban seaside towns.

The County of East Sussex experiences high levels of deprivation when compared to other counties in the South of England. Our larger towns and the City of Brighton & Hove are very popular tourist destinations and the summer population is enhanced significantly, with over 8 million visitors, along with the risk of fire and road traffic collisions. The main headlines for the Service's area are:

### Coastal and other influences

- At least 70% of the population lives along 47 miles of coast
- Our area provides almost every aspect of community risk including multiple harbours, with the inherent risk of ship fires and oil terminals leading into the city of Brighton & Hove
- The influence of the landscape and significant coastal and inland flooding causes risks
- ESFRS service area has an older age profile compared to England and the South East with 21.8% aged 65 or over, compared to 18.5% in England and 19.7% regionally.
- ESFRS service area is below the national average of 22.9% with 19.1% adults classified as physically inactive (this average brought down by the younger population of Brighton and Hove). Eastbourne is the only borough above the national average with 25.9%.
- East Sussex has no motorways and all the main 'A' roads suffer from congestion and traffic problems. East Sussex Local Authority area had a 32.0% decrease in ALL recorded road casualties from 1 April 2020 to 31 March 2021: 1,766 down to 1,200 and Brighton and Hove had a 23.9% decrease over the same period: 773 down to 588. This is clearly owing to lockdowns experienced during 2020-21 caused by COVID-19.
- 10.85 million tourists visit Brighton & Hove in 2016, of which 1.60 million were overnight visitors.

\* Data provided by ONS and CIFPA for mid-year populations 2020 and Dwellings 2019, East Sussex Local Transport Plan 3 2011-2026, Report of Findings for VisitBrighton, Brighton Visitor Survey 2018, Tourism South East Research; SSRPs Data Portal /Crashes monthly data & Public Health 2019/20 - Physical Activity.

### 3. Summary of Achievement

The table below provides a key summary of our achievement against targets, or where no target is set, our achievement against the previous year's result in our priority areas, and non-priority areas for 2020/21.

Our priority areas for 2020/21 were:

- ✔ Reducing accidental dwelling fires
- ✘ Responding quickly to a fire to stop it spreading from the room it started in
- ✔ Reducing false alarm calls, especially in properties with a previous history of this
- ✔ Increasing the number of home safety visits that we complete with the more vulnerable members of our community
- ✔ Reducing the number of absences of our employees due to sickness

N/a Increasing inspections in high risk premises and business audits carried out by station crews (Priority 7 and 7a combined)

N/a Numbers of home safety visits

Due to the limitations imposed by the COVID-19 restrictions ESFRS has continued to find other ways of undertaking home safety visits, business safety audits and engagements. Hence, as per the previous performance reports this year, the standard PIs do not reflect this additional work and the direction of travel has not been reported against these areas. Therefore the following report includes all indicator results, but only shows the previous year comparison against 16 of the total 21.

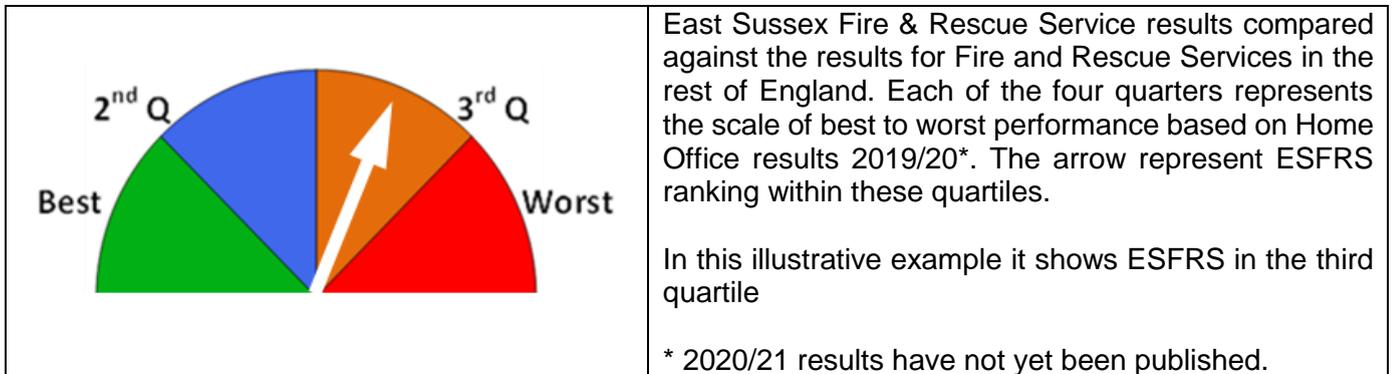
Indicator group	✔ Indicators where the target has been met or performance exceeded the previous year	✘ Indicators where target has not been met or performance declined against the previous year
Priority Areas (excluding 2x N/a due to COVID pandemic)	4 (80%)	1 (20%)
Non-priority areas (excluding 2x N/a due to COVID pandemic)	10 (91%)	1 (9%)
All Indicators (excluding 4x N/a due to COVID pandemic)	14 (87.5%)	2 (12.5%)

As can be seen from the above table, in 2020/21, 4 from 5 (80%) Priority Areas; 10 from 11 Non-priority (91%); and 14 from 20 (87.5%). All indicators met our target or performance exceeded the previous year.

- ✔ **Achieved**
- ✘ **Not achieved**

## 4. Performance Results 2020/21

The following section contains the results against our strategic objectives. The tables give a comparison against last year's performance, whether or not the target was achieved and the direction of travel from the previous year.



# Our Purpose: We make our communities safer

We will do this by:

## 4.1 Commitment 1: Delivering high performing services

Indicator No.	How will we measure performance?	2019/20 Year end result	National Quartile Position 2019/20	End of year result 2020/21	Direction of travel from 2019/20 result
8	Total number of incidents attended	10,138		9,633	Improved
9	Number of deaths in primary fires	3		2	Improved
10	Number of injuries in primary fires	34		31	Improved
<b>1 Priority</b>	<b>No of accidental dwelling fires</b>	<b>453</b>		<b>443</b>	<b>Improved</b>
11	Number of primary fires	1,042		996	Improved
12	Number of deliberate fires	743		739	Improved
13	No of Industrial and Commercial fires	137	This is an ESFRS indicator only, no National data is available for comparison	123	Improved
14	70% of the first arriving appliances at any incident from an 'On-Station response' within 10 minutes	76.0%	This is an ESFRS indicator only, no National data is available for comparison	77.9%	Improved
15	70% of the first arriving appliances at any incident from an 'On-Call response' within 15 minutes	73.0%	This is an ESFRS indicator only, no National data is available for comparison	77.5%	Improved

We will do this by:

## 4.2 Commitment 2: Educating our communities

Indicator No.	How will we measure performance?	2019/20 Year end result	National Quartile Position 2019/20	End of year result 2020/21	Direction of travel from 2019/20 result
2 Priority	% of Home Safety Visits to vulnerable people	92.3%	This is an ESFRS indicator only, no National data is available for comparison	95.7%	<b>Improved</b> Alternative delivery method
6 Priority	Undertake 10,000 Home Safety Visits	10,277		N/a	N/a due to COVID-19 pandemic
	Number of telephone HSVs completed (due to COVID-19 Pandemic)	181	This is an ESFRS indicator only, no National data is available for comparison	7,178	Alternative delivery method
	Number of properties visited for faulty / smoke alarm fitting etc	N/a	This is an ESFRS indicator only, no National data is available for comparison	2,069*	Alternative delivery method
7 Priority	Inspections of high risk premises completed	449		330	N/a due to COVID-19 pandemic
7a Priority	Business safety audits completed by Station crews	388	This is an ESFRS indicator only, no National data is available for comparison	82	N/a due to COVID-19 pandemic
	Other Business Safety telephone activities and interactions	2,700	This is an ESFRS indicator only, no National data is available for comparison	2,563	Alternative delivery method
18	Number of business safety engagement events	30	This is an ESFRS indicator only, no National data is available for comparison	6	N/a due to COVID-19 pandemic
19	Number of attendees at business safety engagement events	557	This is an ESFRS indicator only, no National data is available for comparison	730	N/a due to COVID-19 pandemic

\* May have been fitted as a result of a telephone assessment so cannot be totaled with the figure above

We will do this by:

### 4.3 Commitment 3: Developing a multi-skilled, safe and valued workforce

Indicator No.	How will we measure performance?	2019/20 Year end result	National Quartile Position 2019/20	End of year result 2020/21	Direction of travel from 2019/20 result
3 Priority	The number of working days/shifts lost due to sickness not to exceed 7.5 per employee	10	This is an ESFRS indicator only, no National data is available for comparison	6.6	Improved
20	Number of RIDDOR incidents	12		6	Improved
21	Number of workplace reported accidents / injuries	236		195	Improved

We will do this by:

#### 4.4 Commitment 4: Making effective use of our resources

Indicator No.	How will we measure performance?	2019/20 Year end result	National Quartile Position 2019/20	End of year result 2020/21	Direction of travel from Q3 2019/20 result
4 Priority	A 32% reduction of automatic fire alarms (AFA) from the base year result of 2009/10	-30.4%	This is an ESFRS indicator only, no National data is available for comparison	-36.3%	Improved
22	% of AFA mobilised calls to properties covered by the RRO that were classified as a primary fire	1.4%	This is an ESFRS indicator only, no National data is available for comparison	2.3%	Declined
5 Priority	% of accidental dwelling fires confined to room of origin	92.7%	This is an ESFRS indicator only, no National data is available for comparison	90.5%	Declined

## 5. Detailed Performance Analysis

After analysing the overall performance information we have identified a number of key indicators which we have undertaken additional and more detailed analysis upon.

These key indicators include:

- Primary Fires
- Accidental Dwelling Fires
- Deliberate Fires
- Primary Fire Fatalities
- Primary Fire Injuries
- Sickness Indicators
- Health and Safety

This analysis has looked at the following:

- Performance against previous year
- Main Types and causes of incidents
- Geographic analysis of the location of incidents.

The results of this detailed analysis are reported in the following section.

### 5.1 Primary Fires

#### Performance April-March 2020/21: 996 Fires

Reduced ✓ by 4.4% (46) since 2019/20 from 1,042 to 996 fires.

Reduced ✓ by 37.0% (585) since the 2009/10 baseline of 1,581.

#### Main Types of Primary Fires

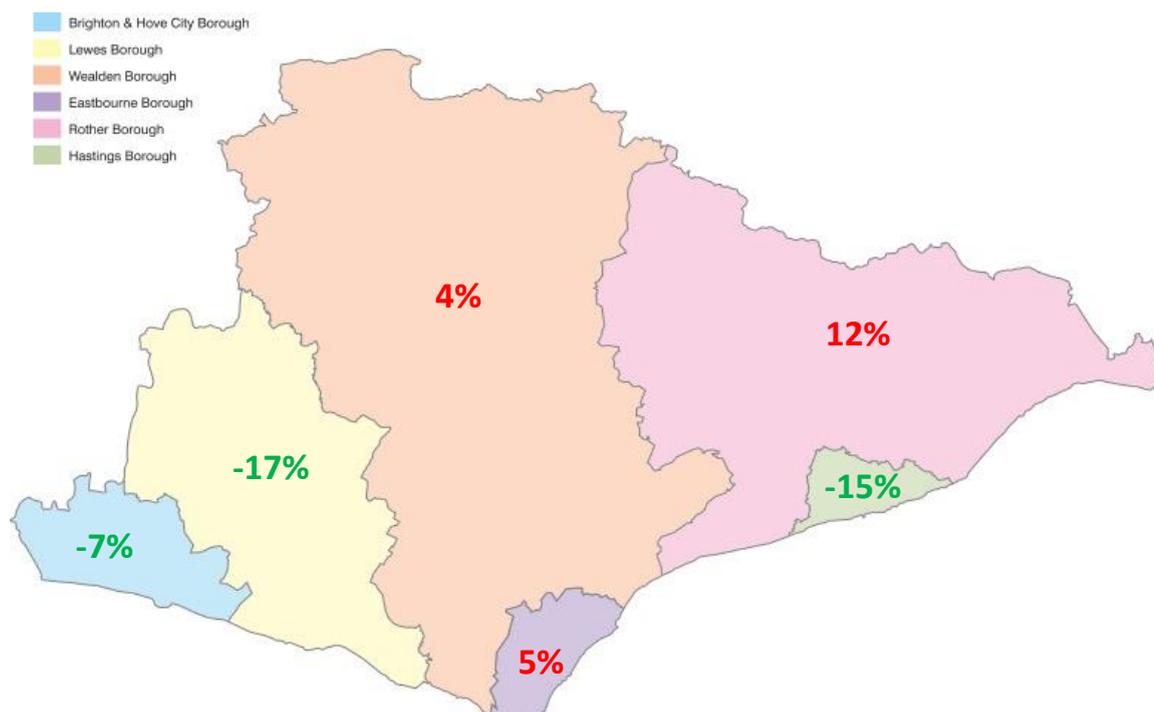
<p><b>48%</b> (482) Dwelling Fires</p> 	<p><b>21%</b> (206) Vehicle Fires</p> 	<p><b>12%</b> (123) Industrial/ Commercial Fires</p> 	<p><b>19%</b> (185) Other/ Outdoor Fires</p> 
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#### Main Cause of Fires

23.1% (230) were Deliberate

76.9% (766) were Accidental or Not known (main causes: Cooking with 133 incidents; Fault in equipment or appliance, 119; Combustible articles too close to the heat source (or fire), 111; Overheating, unknown cause, 76; Careless handling, 70; Faulty fuel supply - electricity, 65; Accumulation of flammable material; 44 and Negligent use of equipment or appliance (heat source) 43.

## Primary Fires % change from 2019/20 to 2020/21 by Geographical Area



Borough	2019-20	2020-21	% Difference
B&H	332	309	-7%
Eastbourne	169	177	5%
Hastings	174	148	-15%
Wealden	135	140	4%
Rother	104	116	12%
Lewes	128	106	-17%

### Additional information for decreases or increases in Primary Fires from 2019/20 to 2020/21

Lewes had the largest proportional decrease in Primary Fires with 17%. Hastings had the highest decrease in total with 26. A breakdown of the total Primary Fires in Brighton & Hove, which had the most (309), were as follows: 174 (56%) were in Dwellings, 54 (17%) were Other/Outdoor Fires, 43 (14%) in Vehicles, and 38 (13%) were in Non-domestic Premises. Since 2019/20, Primary Fires have decreased by 26 in Vehicles, 16 in Non-domestic Premises, but increased by 19 in Other/outdoor properties.

Rother had the largest proportional and total increase of Primary Fires with 12% and 12 respectively.

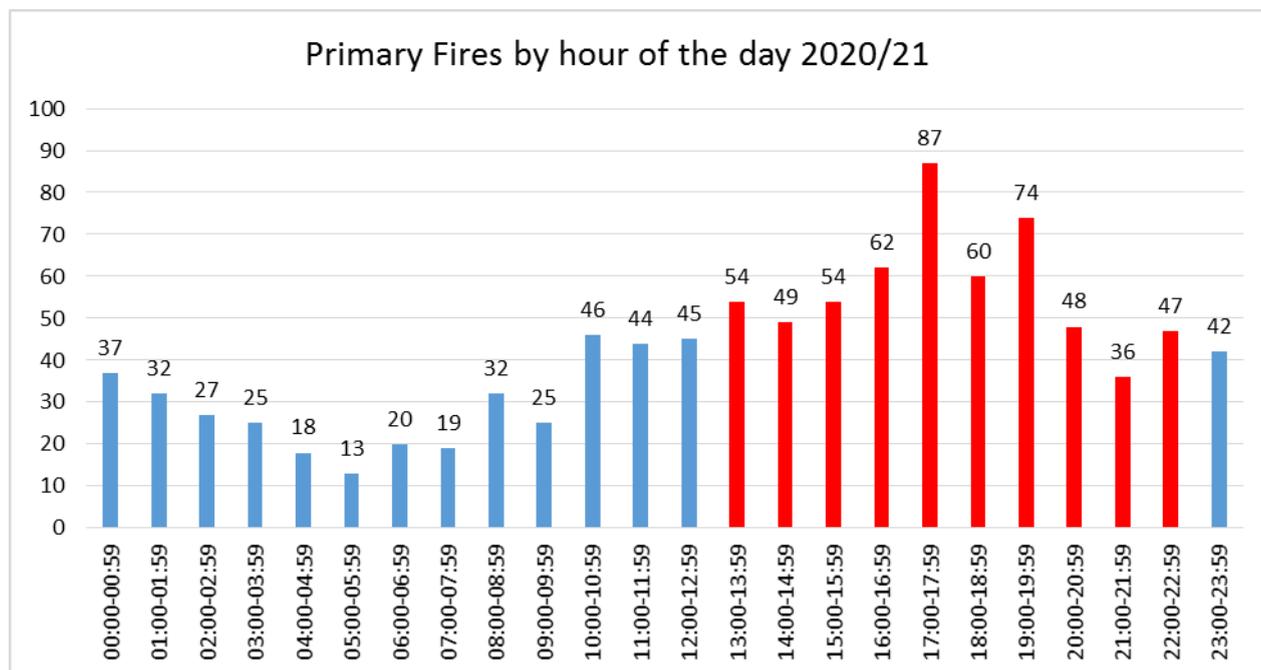
All information relating to trends is shared at the monthly Community Safety Performance meetings for note and action in the Groups.

### Main firefighting action by ESFRS fire crews at Primary Fires

Main firefighting actoin at Primary fires 2020/21	Total
Hosereel	374
None - No firefighting	364
Small means	124
Portable extinguishers	35
Main branch/Jet (J)	31
Foam	30
Not stated / not known	18
None - Burned out (Allowed to burn under control)	12
Other methods	8
<b>Total</b>	<b>996</b>

36.5% of the Primary Fires attended in 2020/21 required No firefighting by attending crews and a further 17.2% were dealt with by Small means, Portable extinguishers or were Allowed to burnout under the supervision of the crew. (Small means includes methods such as using a bucket of water, disconnecting a fuel supply or removing an item from a heat source for example.)

### Time of Fires



Between 13:00 and 22:59 there were 571 Primary Fires (57%). The total for this period of 10 hours if averaged out for the whole day would be 415. Therefore, there are an extra 156 fires (16%) occurring during this peak time throughout the year.

## 5.2 Accidental Dwelling Fires

Performance April - March 2020/21: 443

Reduced ✓ by 2.2% (10) since 2019/20 from 453 to 443 fires

Reduced ✓ by 21.2% (119) since the 2009/10 baseline of 562

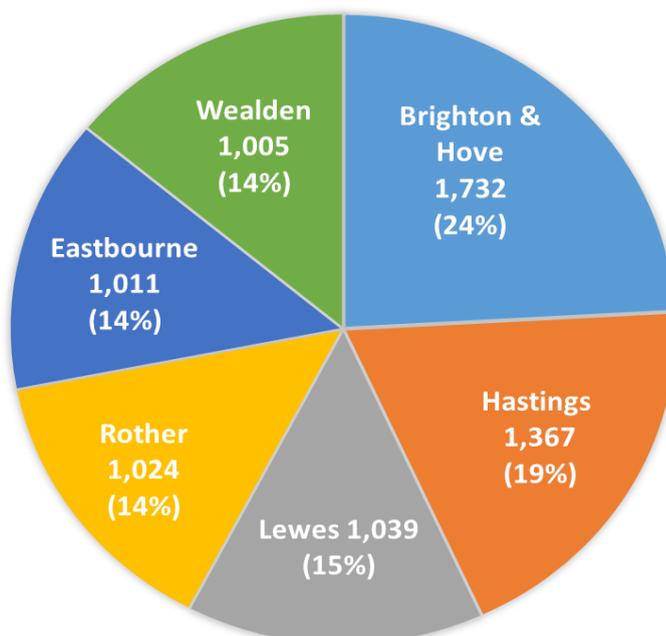
### Main Sources and Location of Accidental Dwelling Fires



245 (55%) Accidental Dwelling Fires occurred in the kitchen, with cooking appliances the source for 202 (82%) of these.

### Home Fire Safety Visits

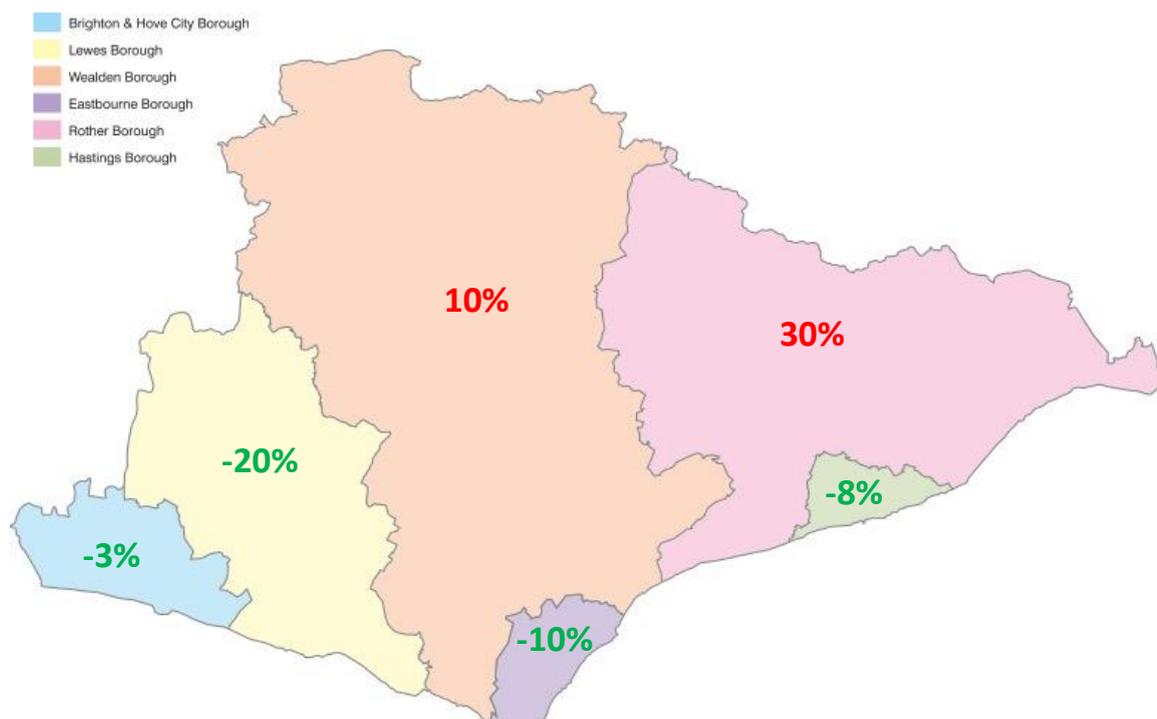
#### NUMBER OF HFSV 2020/21



Borough	Population 2020 MYE	No of HFSVs 2020/21	HFSVs per 10,000 population
Hastings	92,554	1,367	148
Rother	96,716	1,024	106
Lewes	103,525	1,039	100
Eastbourne	103,324	1,011	98
Wealden	162,733	1,005	62
Brighton & Hove	291,738	1,732	59

East Sussex Fire and Rescue Service undertook 7,178 Home Fire Safety Visits between 1st April and 31st March 2020/21. Due to the COVID-19 pandemic all of these calls were done over the telephone.

## Accidental Dwelling Fires % Change from 2019/20 to 2020/21 by Geographical Area



Borough	2019/20	2020/21	% Difference
B&H	160	155	-3%
Eastbourne	83	75	-10%
Hastings	73	67	-8%
Lewes	44	35	-20%
Rother	44	57	30%
Wealden	49	54	10%

### Additional information for Accidental Dwelling Fires from 2019/20 to 2020/21

Rother and Wealden were the two boroughs that had an increase in Accidental Dwelling Fires with 13 (30%) and 5 (10%), whilst Lewes had the highest decrease in number and proportion, 9 (20%).

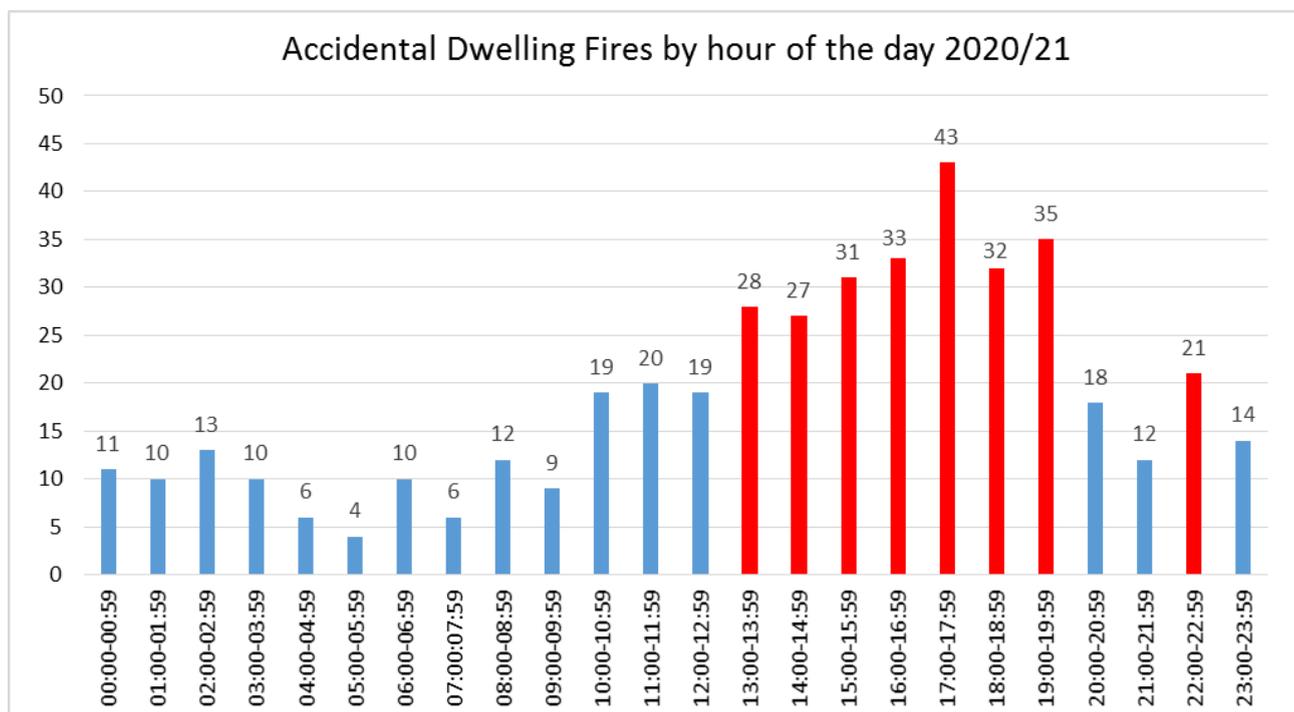
45% of all Accidental Dwelling Fires were either in a Single occupancy (Single family unit) house or Bungalow (201). This is an increase of 1.7% compared to 2019/20 (198). There were also increases in Accidental Dwelling Fires in the following categories: Converted Flat/Maisonette with multiple occupancy (3 or more storeys), 62 to 66 (6.5%); Purpose Built Flat/Maisonette - multiple occupancy (4 to 9 storeys) 34 to 43 (26.5%); Purpose Built Flat/Maisonette - multiple occupancy (Up to 3 storeys) 76 to 88 (15.8%). Decreases occurred in Self contained Sheltered Housing, 35 to 18 (48.6%); Converted Flat/Maisonette with multiple occupancy (up to 2 storeys), 21 to 15 (28.6%).

## Main firefighting action by ESFRS fire crews at Accidental Dwelling Fires

Main firefighting action at Accidental Dwelling Fires 2020/21	Total
None - No firefighting	220
Hosereel	104
Small means	68
Portable extinguishers	20
Main branch/Jet (J)	12
Not stated	8
Foam	5
None - Burned out (Allowed to burn under control)	4
Other methods	2
<b>Grand Total</b>	<b>443</b>

50% of the Accidental Dwelling Fires attended in 2020/21 required No firefighting action by attending crews and a further 21% were dealt with by Small means, Portable extinguishers or were Allowed to burnout under the supervision of the crew. (Small means includes methods such as using a bucket of water, disconnecting a fuel supply or removing an item from a heat source for example.)

## Time of Accidental Dwelling Fires



Between 13:00 and 19:59 there were 229 Accidental Dwelling Fires (52%). The total for this period of 7 hours if averaged out for the whole day would be 129. Therefore, there are an extra 100 fires (23%) occurring during this peak time throughout the year.

### 5.3 Deliberate Fires

#### Performance April - March 2020/21: 739

Deliberate Primary Fires excluding Vehicle Fires

Reduced ✓ by 10% (16) since 2019/20 from 161 to 145 fires

Reduced ✓ by 50% (144) since the 2009/10 baseline of 289

Deliberate Primary Fires in Vehicles

Reduced ✓ by 4% (4) since 2019/20 from 89 to 85 fires

Reduced ✓ by 63% (145) since the 2009/10 baseline of 230

Deliberate Secondary Fires

Increased ✗ by 3% (16) since 2019/20 from 493 to 509 fires

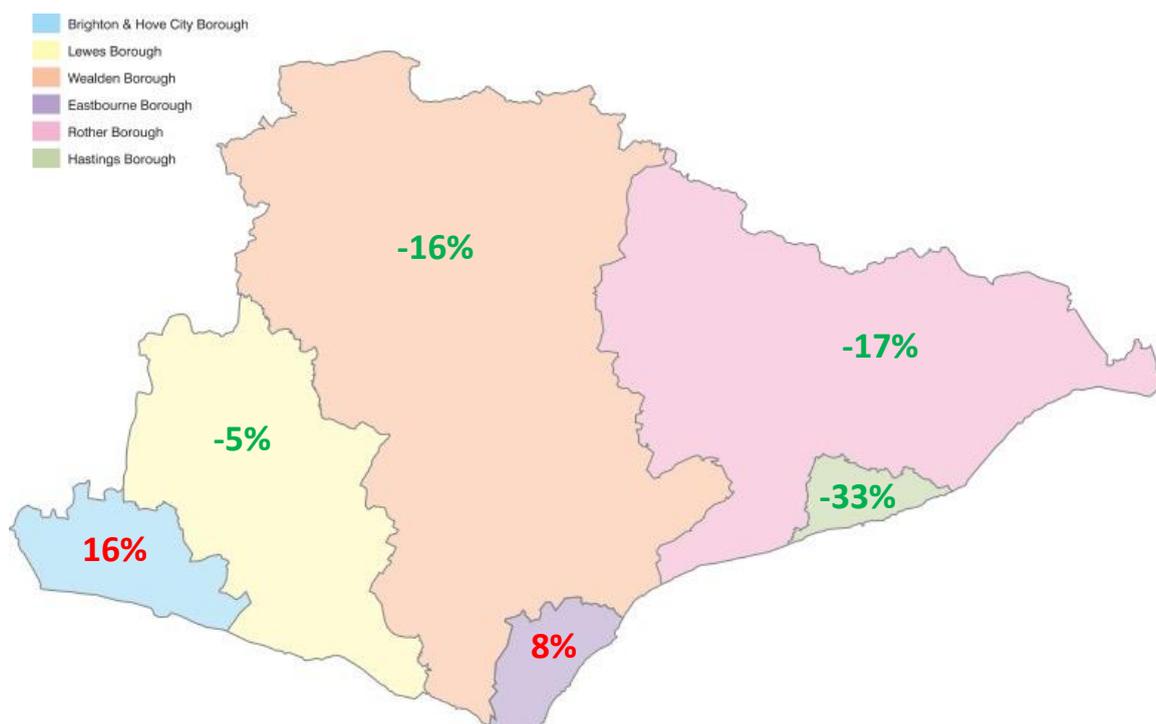
Reduced ✓ by 40% (344) since the 2009/10 baseline of 853

#### Main Types of Fire

Deliberate Primary Fires – 230 fires: 31% of all Deliberate Fires



## Deliberate Primary Fires % change from 2019/20 to 2020/21 by Geographical Area

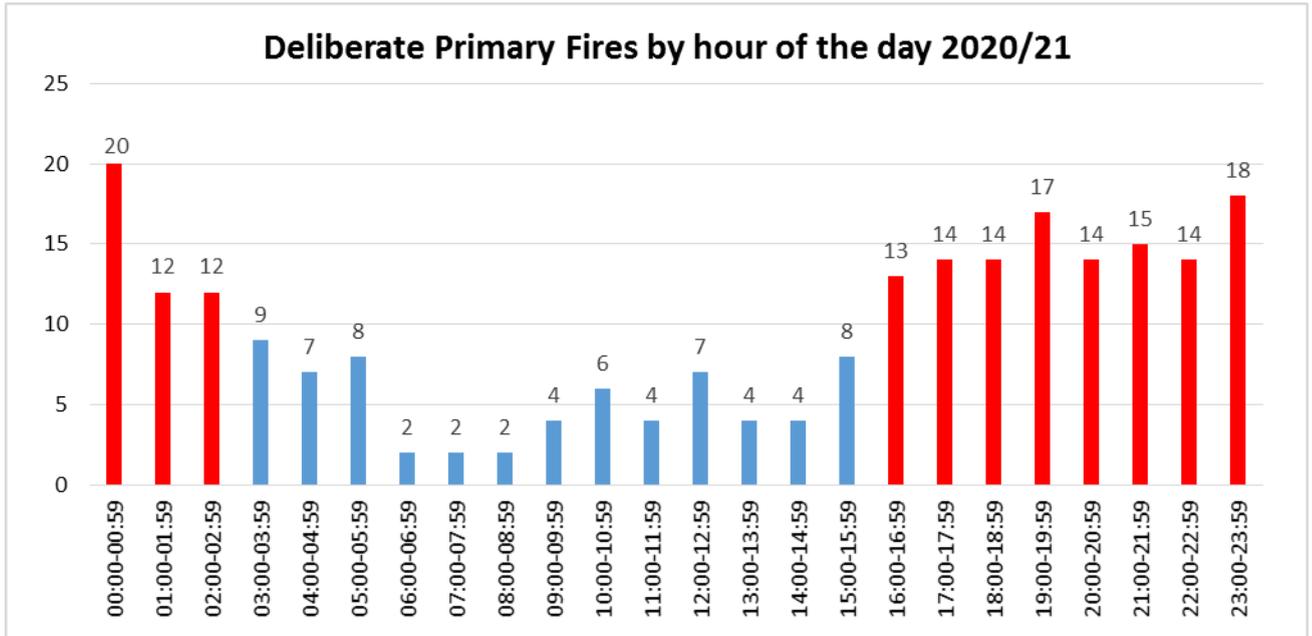


Borough	2019/20	2020/21	% Difference
B&H	56	65	16%
Hastings	67	45	-33%
Eastbourne	40	43	8%
Lewes	38	36	-5%
Wealden	25	21	-16%
Rother	24	20	-17%

Hastings had the highest total and proportional decrease in Deliberate Primary Fires with 22 and 33% fires respectively. Brighton & Hove had the highest total and proportional increase with 9 and 16% respectively.

All information relating to trends is shared at the monthly Community Safety Performance meetings for note and action in the Groups.

### Time of Deliberate Primary Fires

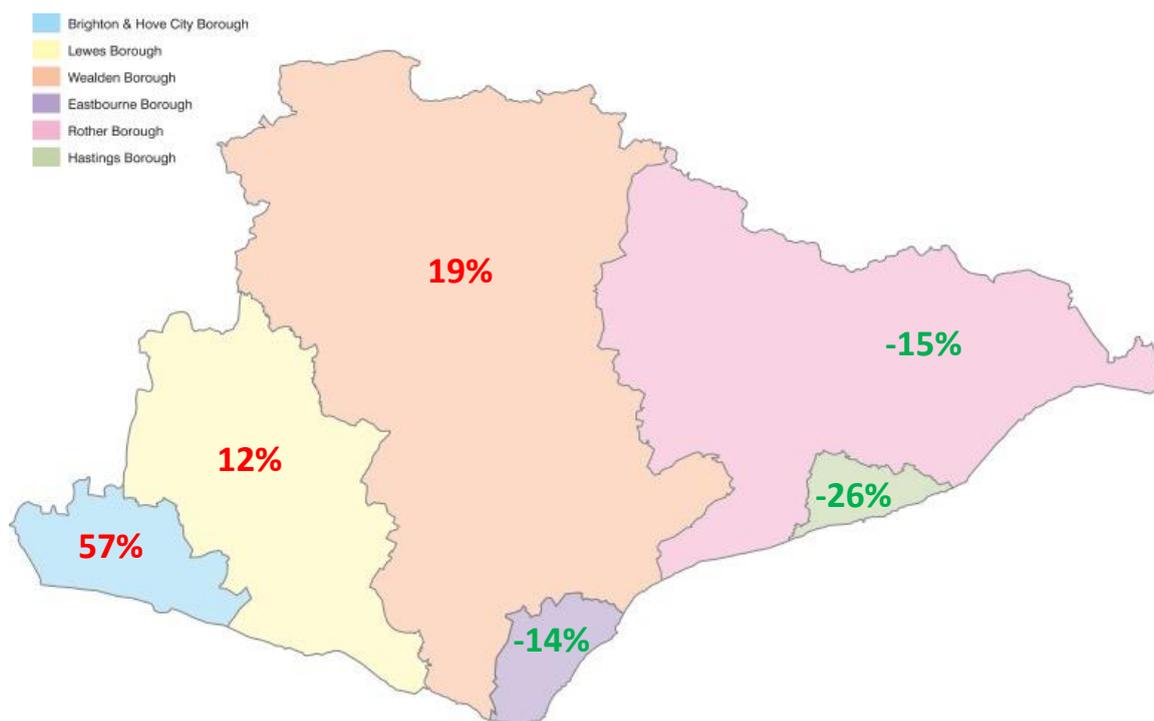


Between 16:00 and 02:59 there were 163 Deliberate Primary Fires (71%). Therefore, the majority of Deliberate Primary Fires were committed during the late afternoon to the early morning period. The total for this period of 11 hours if averaged out for the whole day would be 105. Therefore, there are an extra 58 fires (25%) occurring during this peak time throughout the year.

### Deliberate Secondary Fires – 509 fires: 69% of all Deliberate Fires

<p><b>37%</b> (189) Grassland, Woodland &amp; Crop Fires</p> 	<p><b>20%</b> (101) Refuse / Bin Fires</p> 	<p><b>43%</b> (219) Others</p> 
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## Deliberate Secondary Fires % change from 2019/20 to 2020/21 by Geographical Area

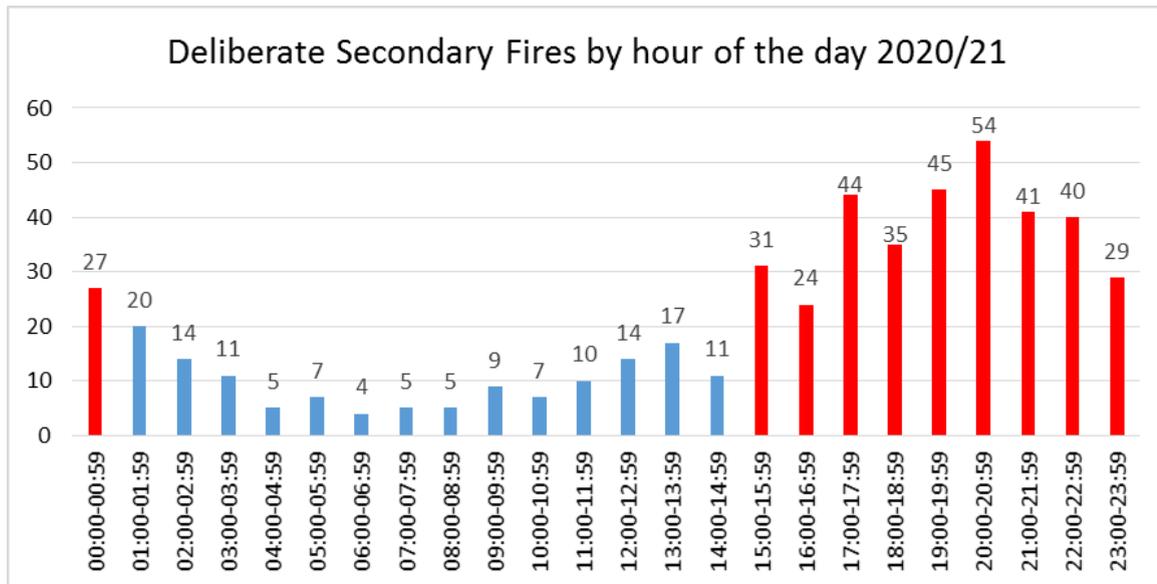


Borough	2019/20	2020/21	% Difference
B&H	109	171	<b>57%</b>
Hastings	129	96	<b>-26%</b>
Eastbourne	103	89	<b>-14%</b>
Rother	72	61	<b>-15%</b>
Lewes	43	48	<b>12%</b>
Wealden	37	44	<b>19%</b>

Brighton & Hove had the highest total and proportional increase in Deliberate Secondary Fires with 62 and 57% fires respectively. Hastings had the highest total and proportional decrease with 33 and 26% respectively.

All information relating to trends is shared at the monthly Community Safety Performance meetings for note and action in the Groups.

## Time of Deliberate Secondary Fires



Between 15:00 and 00:59 there were 370 Deliberate Secondary Fires (73%). The total for this period of 10 hours if averaged out for the whole day would be 212. Therefore, there are an extra 158 fires (31%) occurring during this peak time throughout the year.

## 5.4 Primary Fire Fatalities & Injuries

### Primary Fire Fatalities

#### Performance April - March 2020/21: 2

There were 2 Fire Fatalities at 2 incidents in 2020/21 which is a 33% (1) decrease ✓ since 2019/20.

The two casualties were both male.

#### Age Ranges

The victims' ages were 33 and 74.

The two fatalities were the result of Accidental Dwelling Fires.

### Primary Fire Injuries

#### Current Performance (April - March 2020/21): 31

There were 31 injuries in 2020/21 which is a 9% (3) ✓ decrease since 2019/20.

#### Main Injury Types

41.9% (13)	Overcome by Gas/Smoke
38.7% (12)	Breathing difficulties
16.1% (5)	Burns
3.2% (1)	Head injury

#### Age Ranges

0.0% (0)	under 14
9.7% (3)	between 14 and 24
6.5% (2)	between 25 and 35
19.3% (6)	between 36 and 45
0.0% (0)	between 46 and 55
16.1% (5)	between 56 and 65
12.9% (4)	are 66 and over
35.5% (11)	were not known

#### Gender

64.5% (20)	were male
25.8% (8)	were female
9.7% (3)	Not specified/known

**21 (67.8%) of these injuries were in Accidental Dwelling Fires.**

## 5.5 Sickness Indicators

### Performance April - March 2020/21 6.6 Shifts lost per person

**All Staff Sickness** is 12% below the target (7.5) ✓ (0.9 shifts) and has: decreased ✓ by 34.0% (3.4 shifts) since 2019/20 from 10.0 shifts lost per person.

- **Wholetime Staff Sickness** decreased ✓ by 37.0% (4 shifts) since 2019/20 from 10.8 to 6.8 shifts per person.
- **Control Room Staff Sickness** decreased ✓ by 11.0% (0.8 shifts) since 2019/20 from 7.3 to 6.5 per person.
- **Green Book (Non Uniformed) Staff Sickness** decreased ✓ by 29.5% (2.6 shifts) since 2019/20 from 8.8 to 6.2 per person.

There have been 3516.8 shifts lost in 2020/21 compared to 5,412.6 shifts lost in 2019/20.

### Long Term vs Short Term Sickness

- 69.6% of sickness is classed as Long Term (more than 28 days)
- 11.5% of sickness is classed as Medium Term (8 to 27 days)
- 18.9% of sickness is classed as Short Term.

## 5.6 Health and Safety

### Performance April - March 2020/21: 195 Accidents

- Decreased ✓ by 17.4% (41) since 2019/20 from 236 accidents to 195, and
- Increased ✗ by 61.2% (74) since 2010/11 from 121 accidents to 195. This is due to more detailed and accurate reporting.

The figures over the previous five years have remained fairly constant which indicates that our reporting is now consistent.

For manual handling injuries, there is a decrease of 5 (14%) in 2020/21 from 36 to 31 in the number of incidents reported compared to 2019/20. This is still a 10 more incidents, a 48% increase since 2017/18.

There has been a significant decrease in the number of slip, trips and falls reported. These occur for a variety of reasons from operational environments, poor housekeeping and environmental conditions. Last year's exceptional dry weather may have had an influence in the decrease of slips.

There has been a 43% decrease in the number of vehicle incidents compared to 2019/20.

Lost time incidents decreased by 25% since 2019/20 from 20 to 15 and this figure is now lower than the 16 in 2014-15.

Incidences of work related violence and stress remain consistently low but it is likely that these are under reported and so are not indicative of the extent of the occurrences of these types of safety events.

There has been a 13% decrease in the number of near hits reported (10 incidents) since 2019/20. This can be taken as a positive indicator of better reporting. The reporting of near hits gives the Service greater opportunity to investigate and introduce control measures before an injury results.

## 5.7 Level 3 & 4 Incidents attended in 2020/21

A level 3 incident is one that is attended by between 7 and 9 appliances at one time.

A level 4 incident is one that is attended by 10 or more appliances at one time.

During 2020/21, ESFRS attended seven level 3 incidents and two level four incidents; below are the details of the level 4 incidents:

At 07:04 on 20<sup>th</sup> January 2021, ESFRS was mobilised to a fire at a high rise residential block of flats (3 or more storeys) above a set of shops: Marine Court, Marine Street, St Leonards on Sea, Hastings. The fire was reported as emanating from the basement. Initially ten pumps were sent but the incident was soon upgraded to a 'Make Pumps 14'.

The Police and Ambulance were also in attendance. The ESFRS evacuated 40 people but there were no injuries. The fire was limited to the basement and no other property was affected at stop.

This was an accidental fire caused by fault in a battery charger.

At 09:32 on 8<sup>th</sup> August 2020, ESFRS were mobilised to Endeavour Works, Beach Road, Newhaven where there were reports of an industrial building alight. Members of the public from as far as away as Brighton reported seeing the thick black cloud of smoke that was rising up from the warehouse building. Initially four pumps were sent to the incident but by 10.14 the incident was upgraded to a 'Make Pumps 12'. The public were asked to avoid the area and keep doors and windows closed due to the smoke. At the height of the fire, 12 pumps, a water carrier and an aerial appliance were at the scene.

The fire was brought under control and scaled down to 4 pumps at 17:00 and by 18:20 Damping down operations were in progress, which continued into the following day.

No members of public were injured in this fire although a firefighter was taken to hospital suffering from heat exhaustion.

The fire investigation concluded that this was an accidental fire caused by a defective electrical appliance.

## 6. Compliments and Complaints received 2020/21

We received 31 complaints from members of the public this year, this was one more than in 2019/20 and 91 compliments.

<b>Complaints Received against the Service 2020 - 2021</b>			
<b>No.</b>	<b>Nature of Complaint</b>	<b>Substantiated?</b>	<b>Action Resulting / Comments</b>
<b>1</b>	Conduct of ESFRS employee	Justified	Resolved and response issued. Apology given. HR informed  Reminder issued of the standards expected by ESFRS
<b>2</b>	Conduct of ESFRS employee	HR matter	Passed to HR in line with policy
<b>3</b>	IRMP consultation	2 unjustified 1 justified 1 unsubstantiated	Resolved and response issued  Incorporate finding into future consultations
<b>4</b>	Bonfires	Unjustified	Resolved locally and response issued
<b>5</b>	Conduct of ESFRS employee	Unjustified	Resolved and response issued Standards expected by ESFRS response issued
<b>6</b>	IRMP consultation	Unjustified	Resolved and response issued
<b>7</b>	Incident response	Unjustified	Resolved locally and response issued
<b>8</b>	Conduct of ESFRS employee t	HR matter	Passed to HR in line with policy
<b>9</b>	Insurance matter	Logged for record purposes	Logged for record purposes for future reference
<b>10</b>	Conduct of ESFRS employee	Closed	Closed no further information received
<b>11</b>	Fire Investigation	Unjustified	Resolved and response issued.

<b>12</b>	Driving standards	Unjustified	Resolved and response issued. Reminder issued locally re Standards expected by ESFRS
<b>13</b>	Telephone consultation	Logged for record purposes	Logged for record purposes for future reference
<b>14</b>	Home maintenance	Logged for record purposes	Logged for record purposes for future reference
<b>15</b>	Fire service access concerns	Logged for record purposes	Logged for record purposes for future reference
<b>16</b>	Fire Safety Management/safeguarding	Logged for record purposes	Logged for record purposes for future reference
<b>17</b>	Conduct of ESFRS employee	Unjustified	Resolved and response issued
<b>18</b>	Conduct of ESFRS employee	Partially justified	Resolved and response issued
<b>19</b>	Damage to property	Unjustified	Resolved and response issued
<b>20</b>	Incident details	Unjustified	Resolved and response issued
<b>21</b>	Dangerous driving	Justified	Resolved and response issued. Apology given. HR informed  Reminder issued of the standards expected by ESFRS
<b>22</b>	Fire dog	Logged for record purposes	Logged for record purposes for future reference
<b>23</b>	ESFRS attendance at an incident	Justified	Not formal complaint - logged for record purposes for future reference
<b>24</b>	Criminal damage (Personal time)	HR matter	Passed to HR in line with policy
<b>25</b>	Driving standards	Unjustified	Resolved and response issued
<b>26</b>	Conduct of ESFRS employee	Unjustified	Resolved and response issued.  Reminder issued of the standards expected by ESFRS

<b>27</b>	Conduct of ESFRS employee	Unjustified	Resolved and response issued.
<b>28</b>	Recruitment process	Unjustified	Resolved and response issued
<b>29</b>	Service received at an incident	Logged for record purposes	Logged for record purposes for future reference
<b>30</b>	Damage to property	Unjustified	Appeal received - ongoing
<b>31</b>	Scam Caller	Logged for record purposes	Logged for record purposes for future reference

## Appendix B - Plain English descriptions of indicators

Indicator	Plain English description	Rationale	Good Performance	
Number of Primary Fires attended	The number of major fires involving property, casualties or involving 5 or more appliances	This indicator measures the incidence of fire and related casualties, and is therefore a means by which individuals and communities can assess the fire safety support provided by ESFRS.	Lower numbers	
Number of deaths arising from Primary Fires	The number of people whose death was caused by fire in a major fire which involves property, casualties or 5 or more appliances  The death may occur weeks or months later.		Lower numbers	
Number of injuries (excl. Precautionary checks) arising from Primary Fires	The number of people who required medical treatment beyond first aid given at the scene of the fire per  Precautionary checks are persons sent to hospital or advised to see a doctor as a precaution, having no obvious injury or distress.		Lower numbers	
Number of Deliberate Primary Fires (excl. Primary Fires in Vehicles)	The number of fires where the cause of fire is suspected not to be an accident, involving property, casualties or involving 5 or more fire appliances		Deliberate fires are a key component of Anti-Social Behaviour which is a national priority for Government.	Lower numbers
Number of Deliberate Primary Fires in Vehicles	The number of fires in vehicles that are not derelict where the cause of fire is suspected as not to be an accident			Lower numbers
Number of Deliberate Secondary Fires (excl. in Vehicles)	The number of small fires where the cause of fire is suspected not to be an accident  These include fires to: Derelict Buildings, Grass/Heath/Railway, Straw/Stubble, Refuse/Container, Tree/Fence/Lamp.			Lower numbers

<b>Indicator</b>	<b>Plain English description</b>	<b>Rationale</b>	<b>Good Performance</b>
Number of Deliberate Secondary Fires in Vehicles	The number of fires where the cause of fire was not an accidental in derelict vehicles.	Deliberate fires are a key component of Anti-Social Behaviour which is a national priority for Government.	Lower numbers
Number of Home Safety Visits (HSVs)	The number of home fire safety visits where the householder was given fire safety advice and or had a fire alarm installed.	To raise awareness of the potential fire risks within the home in order to make them safer.	Higher numbers
Percentage of HSVs to be delivered to vulnerable people	The number of home safety visits delivered to vulnerable people within our community.  Vulnerability is defined as lone pensioners, people over 65, people in rented accommodation, single parent families, hearing /sight impaired and those with a limiting long elderly.	In Rising to the Challenge, The Audit Commission reiterates that Home Fire Safety Checks should not be conducted indiscriminately, but targeted to those most at risk.	Higher percentage
Number of Accidental Dwelling Fires attended	The numbers of fires in houses where the cause was accidental	To ascertain the effectiveness of certain aspects of FRS activity including community safety education, where the public is prepared to cope with a fire event if it happens by closing doors and fitting smoke detection. And the rapid and effective response to the incident can confine the fire within the first compartment and reduce the damage and suffering.	Lower numbers
Number of Fires in Non-domestic Properties	The number of fires in buildings such as agricultural, Industrial properties, Trade, hotels, catering etc. per	To monitor the effectiveness of fire safety under the Regulatory Reform (Fire Safety) Order (RRO).	Lower number

<b>Indicator</b>	<b>Plain English description</b>	<b>Rationale</b>	<b>Good Performance</b>
Number of Inspections of High Risk Premises to support compliance with the Fire Safety Order	The number of inspections undertaken in high risk premises	Inspections within those premises covered by the fire safety order should reduce the perceived risk. Consequently, over time FRSS should see a positive reduction in inspection compliance outcomes within premise groups.	Higher number
Percentage of Accidental Dwelling Fires confined to room of origin	The percentage of fires that did not spread past the room they started in.	To assess response effectiveness.	Higher percentage
Number of Working Days/Shifts lost due to sickness absence for all staff	The number of days/ shifts lost to sickness divided by the number of staff in post	Sickness absence reduces the effectiveness of an organisation	Lower number
Number of Workplace Reported Accidents / Injuries	The number of accidents/ injuries reported	Staff safety is paramount, and it is important that the service measures whether health and safety procedures and initiatives to reduce physical attacks on firefighters are working. This is particularly important in light of any changes to types of station, appliances and crewing arrangements.	Lower number
Number of RIDDOR incidents	The number of injuries, deaths and dangerous occurrences reportable under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995		Lower number

## EAST SUSSEX FIRE AUTHORITY

<b>Date</b>	2 September 2021
<b>Title of Report</b>	Communications, Engagement and Consultation Strategy 2021-2024
<b>By</b>	Liz Ridley, Assistant Director Planning and Improvement
<b>Lead Officer</b>	Elizabeth Curtis, Communications and Marketing Manager

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<b>Background Papers</b>	<p>Effectiveness, efficiency and people 2018/19 - East Sussex Fire and Rescue Service <a href="https://www.justiceinspectors.gov.uk/hmicfrs/publications/frs-assessment-2018-19-east-sussex/">https://www.justiceinspectors.gov.uk/hmicfrs/publications/frs-assessment-2018-19-east-sussex/</a> State of Fire and Rescue – The Annual Assessment of Fire and Rescue Services in England 2020 <a href="https://www.justiceinspectors.gov.uk/hmicfrs/publications/state-of-fire-and-rescue-annual-assessment-2020/">https://www.justiceinspectors.gov.uk/hmicfrs/publications/state-of-fire-and-rescue-annual-assessment-2020/</a> Fire and rescue national framework for England <a href="https://www.gov.uk/government/publications/fire-and-rescue-national-framework-for-england--2">https://www.gov.uk/government/publications/fire-and-rescue-national-framework-for-england--2</a></p>
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<b>Appendices</b>	<p>Appendix 1 - Communications, Engagement and Consultation Strategy 2021 – 2024 Appendix 2 – Action plan Appendix 3 - Equality Analysis Impact Record (EIA) Appendix 4 - Sustainability Checklist for strategies Appendix 5 – Stakeholder map Appendix 6 – current prevention activities</p>
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**Implications**

<b>CORPORATE RISK</b>	✓	<b>LEGAL</b>	✓
<b>ENVIRONMENTAL</b>	✓	<b>POLICY</b>	
<b>FINANCIAL</b>	✓	<b>POLITICAL</b>	
<b>HEALTH &amp; SAFETY</b>	✓	<b>OTHER (please specify)</b>	
<b>HUMAN RESOURCES</b>	✓	<b>CORE BRIEF</b>	

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**PURPOSE OF REPORT** This report seeks approval from the Fire Authority for the draft Communications, Engagement and Consultation strategy 2021-24.

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**EXECUTIVE SUMMARY** The draft Communications, Engagement and Consultation strategy 2021-24 (Appendix 1) has been developed in support of our Purpose and Commitments, Integrated Risk Management Plan and Fire Authority strategies.

The draft strategy has been reviewed by the Senior Leadership Team, other senior officers and team leaders and with input from Fire Authority members and the Equality and Inclusion Group.

The deliverables within the draft strategy take into consideration the findings from Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS) – 2019 Inspection and the HMICFRS State of the Fire and Rescue Service Report published in March 2021.

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## RECOMMENDATION

That the Fire Authority:

1. approve the draft Communications, Engagement and Consultation strategy 2021-24; and
  2. approve the additional one-off funding of up to £30,000 required in 2023/24.
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### 1. **INTRODUCTION**

1.1 The service's purpose to make our communities safer cannot be effectively delivered without a strong and robust communications and engagement strategy which is owned and delivered across the whole of ESFRS. In June 2018, East Sussex Fire Authority approved the Communications and Consultation Strategy 2018-2021. Whilst this in most parts has been successfully delivered, a number of areas will be further developed in the refresh of the strategy including more sophisticated use of our digital channels, increasing feedback and engagement opportunities and working with partners.

1.2 The draft 2021-24 strategy sets out the key drivers and projects including:

- Integrated Risk Management Plan
- Strategic Assessment of Risk and Station Profiles
- Grenfell
- HMICFRS and public survey
- National Fire Chiefs Council – person centred approach and equality of access
- Local Government Association peer review
- Influencing behaviours and behavioural insights
- Financial constraints

1.3 The draft Communications, Engagement and Consultation strategy 2021-24 takes these into account and builds on the previous strategy, with three key themes:

- 1) Internal communications and engagement
- 2) Quality engagement with the community
- 3) Inclusion and Diversity in communications and engagement

## 2. **Engagement and research**

2.1 A range of engagement sessions and research has taken place in order to develop this strategy.

2.2 Feedback sessions and presentations have taken place at:

- Managers Seminar (January 2021)
- Fire Authority Members Seminar (March 2021)

2.3 The draft has been shared with:

- Senior Leadership Team
- Group Managers
- Professional Service's team leaders
- Staff networks

2.4 The development of community engagement was quickly identified as one of the key themes for development and therefore at this stage we have relied on desk research and reviewing previous engagement to provide evidence for change.

2.4.1 In 2019, HMICFRS commissioned BMG Research to undertake a study of the public's perceptions of local fire and rescue services across England. The study

covers the public's views and experiences of local fire and rescue services' activities.

This can be found here:

<https://www.justiceinspectors.gov.uk/hmicfrs/publications/public-perceptions-of-fire-and-rescue-services-in-england-2019/>

A key conclusion is that we can do more to help explain our role and the importance of prevention activities.

A list of our current prevention activities can be found at Appendix 6 and the new Safer Communities strategy will set out the future direction of engagement in these areas.

- 2.4.2 The Service commissioned a peer review of communications in 2020 from the Local Government Association, the Peer review stated:

“Partners highly value their relationship with the FRS, but responsibility for engaging with them is currently disparate and in need of better coordination.

Fire Authority members are more engaged than has previously been the case. However, there is much more that could be done to utilise what is currently a relatively untapped resource of trusted advocates.”

These will be progressed within the Theme 2 workstream.

- 2.4.3 The Service has mapped out its stakeholders and this can be found at Appendix E. This will form the foundation of further work.

### 3. **Finance**

- 3.1 The strategy has been developed to be delivered with an additional one-off cost to the organisation of up to £30,000. There is also potential within the strategy to achieve savings in the following two areas:

#### Potential savings

- We will carry out an audit of communications spending across ESFRS to review the existing approach to commissioning campaigns. This may result in more efficient use of our advertising and print budget.
- We will clarify out of hours arrangements in Communications to add more resilience, and explore opportunities for sharing responsibilities with partners. This may result in a reduction in costs for on call communications support.

#### Potential cost pressures

- There are a number of options to provide media training for Fire Authority members, including delivering this in-house (low cost) to outsourcing (circa £10,000-15,000). It is proposed that basic in house training is provided with the option to provide additional topic-specific outsourced training for key Fire Authority members when the service has to undertake a significant piece of public engagement such as the IRMP. The next IRMP consultation process will begin April 2024 so enhanced training will be delivered in year 3 of the strategy.
- There will be costs associated with the ambitions within the strategy including the potential development of citizen panels, town hall meetings and other routes for sharing ideas and feedback. The costs will be ratified during the scoping phase and a business case built for Senior Leadership Team approval if costs exceed the indicative costs described below.

Type of event	Associated spend	Estimated costs Per event
---------------	------------------	------------------------------

		£'000
Citizen panels (face to face) 500-5000 people	Venues, equipment, staffing, incentives, travel expenses, expert facilitation	7-10
Town hall meetings (face to face) 100-150 people	Venues, staffing, incentives, travel expenses, expert facilitation	5-7
Online engagement 50-75 people	Staffing, incentives, expert facilitation	1-3

3.2 A breakdown of the costs by financial year can be seen below:

Year 1 costs = £0 met within current budget

Year 2 costs = £0 met within current budget

Year 3 costs = indicative cost of £30,000

Cost of strategy over 3 years = £30,000

The following table identifies the indicative costs over the three years.

Year 1 2021/22	Year 2 2022/23	Year 3 2023/24 (implementation)	£'000
Costs within current communications budget	Costs within current communications budget	Citizen panels (face to face) 500-5000 people	10
		Town hall meetings (face to face) 100-150 people	7
		Online engagement 50-75 people	3
		Member training for IRMP	10
0	0		30

3.3 Any ongoing change to the Communications budget taking into account the review of spend and any continuing use of the approaches planned in year 3 of the Strategy will feed into the annual budget setting process and the formal review of the Strategy in 2023/24.

#### **4 Legal and Corporate risk**

4.1 The strategy will be delivered within various legal frameworks and legislation including but not limited to the following. Failure to meet these requirements constitute a corporate risk.

#### **4.2 Local Government Act 1999 – best value authorities**

Best value authorities include fire and rescue authorities, national park authorities, passenger transport authorities and other such bodies. The idea is that best value and local authorities must consult a balanced selection of the individuals, groups, businesses or organisations the authority considers likely to be affected by, or have an interest in, their actions and functions. The duty is wide ranging and applies to the delivery of services, policy, and decision making. Authorities must not discriminate in the way they inform, consult or involve local people. They must promote equal opportunities for people to engage and get involved.

4.3 **The Fire and Rescue Services Act 2004** includes references to promoting fire safety.

Beyond legislating for the duties and powers of fire and rescue authorities, the 2004 Act also introduced the Fire and Rescue National Framework. The national framework sets out Government's expectations and requirements for FRAs in England. The Secretary of State must keep the document under review, and reports to parliament every two years on the extent to which it is being complied with. This framework sets out expectations around Integrated Risk Managements Plans (IRMP). Where the IRMP process leads FRAs to contemplate making material changes to prevention, protection and/or response service provision, there is a requirement to undertake a public consultation on options. FRA members must then 'conscientiously consider' consultation responses before deciding on any changes that will be made

4.4 **The Civil Contingencies Act 2004**

As a Category 1 responder under the Civil Contingencies Act we are required to put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency.

4.5 **Equality Act 2010**

Theme 3 recognises the importance of ensuring Inclusion and diversity is embedded in our communications, engagement and consultation programme.

5 **HR, Environmental, health and safety**

Impacts in these areas are set out in the strategy.

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# Communications, Engagement and Consultation Strategy

2021-2024

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**East Sussex**  
Fire & Rescue Service



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# Strategy Foreword

**By Roy Galley Chairman and Dawn Whittaker  
Chief Fire Officer**

Effective communication, engagement and consultation is necessary for the success of any organisation but even more so for a public service.

Our last strategy set out a focus on key protection and prevention themes of home safety, business safety, road safety, water safety and health, and on continuous improvement.

This new strategy builds on the successes we have had and feeds in the learning from a wide range of activities and campaigns, including our Local Government Association co-funded behavioural insight Brighton Tribe campaign on reducing accidental dwelling fires – a national first.

It seeks to build on those foundations and enhance the way that we carry out these key functions across the whole of East Sussex Fire and Rescue Service and East Sussex Fire Authority.

The HMICFRS Public Perceptions survey allows us insight into how our communities view us and it is only right that we use this as a benchmark when it comes to improving our performance. On top of this we also aim to introduce new ways to ensure the voice of the public is heard when we plan our future.



It is so important for both the Fire Authority and the service to engage effectively with our diverse communities.

We plan to widen our community engagement, learning from our success with events such as Pride in Brighton, Hastings and Eastbourne, the White Ribbon campaign against domestic violence, International Women's Day, International Men's Day and many more.

Neurodiversity is one new area of focus, with the service working to increase understanding that brain differences are normal, rather than deficits. This concept can help reduce stigma around learning and thinking differences.

Language barriers and barriers in accessing information can lead to perceptions that service-providers do not care, do not listen or even are irrelevant to individuals. This is not true or acceptable. We want to leave the phrase "hard to reach" behind, recognising we need to further adapt our approach to communication and engagement.

Ultimately both the service and the community will benefit, with people from diverse cultures and backgrounds contributing language skills, new ways of thinking, new knowledge, and different experiences.



## Strategic Context

### Reform and continuous improvement

Fire and rescue services are operating under direction of the Home Office specifically under the direction of the national framework. There is a challenging reform agenda for the public sector environment and the future role of the service must be flexible, adaptive and responsive. With that in mind, fleet legislative changes, continued pressure to secure efficiency savings, along with dynamically improving practice in maintenance and quality standards mean that we need to remain open to change and ensure the practice of regular review is carried out.

As a service we are seeking continuous improvement, learning from historical actions and seeking opportunities to create efficiencies in our operation and working practices.

### Firefighter and public safety

Providing the right equipment and fleet remains vital for the safety of our firefighters and the public. Reducing the occupational risks relating to contaminants is one example of where we can contribute to making our service a safer place to work. Seeking new and innovative firefighting technologies, whilst adopting national operational guidance.

### Collaboration

With a legal duty to collaborate, the primary focus of East Sussex Fire and Rescue Service is to work in partnership with our communities and with others in the public, private and third sectors on prevention, protection and response to improve the safety and wellbeing of people throughout East Sussex and Brighton and Hove. As a public sector body we should continually seek to improve efficiency and provide best value.

### HMICFRS

Regular inspections of fire and rescue services and the recently published 'State of Fire and Rescue – The Annual Assessment of Fire and Rescue Services in England 2020' confirm a continued emphasis on the operational service provided to the public, the efficiency of the service and the organisational effectiveness of the service.

[www.justiceinspectors.gov.uk/hmicfrs/fire-and-rescue-services/how-we-inspect-fire-and-rescue-services/](http://www.justiceinspectors.gov.uk/hmicfrs/fire-and-rescue-services/how-we-inspect-fire-and-rescue-services/)

## Legislation

As with the Response and Resilience Strategy, legislation such as the Fire and Rescue Services Act 2004 and the Civil Contingencies Act 2004 give us a clear statutory mandate to respond to fires and other emergencies once alerted and to provide the necessary resources to deliver that response effectively. In complying with this legislation we will ensure that, regardless of the circumstances (e.g. time of day, weather conditions etc.) every member of our communities will receive access to an emergency response service.

The operation of a fleet of vehicles is a heavily regulated area and is affected by the following legislation or best practice guidance

- a. National Fire Chiefs Council (NFCC) Recommended Best Practice for the Maintenance of Fire Service Vehicles.
- b. The Management of Occupational Road Risk.
- c. British and European Technical Standards.
- d. The Control of Pollution (Oil Storage) (England) Regulations 2001.
- e. The Management of Health and Safety at Work Regulations 1999.
- f. The Motor Vehicles (Driving Licences) Regulations 1999.
- g. Provision and Use of Work Equipment Regulations 1998.
- h. The Road Traffic Act 1991.
- i. The Road Vehicles Lighting Regulations 1989.
- j. The Road Vehicles (Construction and Use) Regulations 1986.
- k. The Health and Safety at Work Act 1974.
- l. The Road Vehicles (Registration and Licensing) Regulations 1971.
- m. NFCC Transport Officers Group Security Guidance on Decommissioning and Disposal.

The list of Acts/Guidance is not exhaustive, and by the very nature of the fleet environment, various legislative requirements cut across other services of the Authority.

## Purpose of the Strategy

The service’s purpose to make our communities safer cannot be effectively delivered without a strong and robust communications and engagement strategy which is owned and delivered across the whole of ESFRS.

The table below illustrates how this is achieved by supporting other strategies and corporate plans:

	<b>Strategy/Plan</b>
<b>Delivering high performing services</b>	Safer Communities Strategy Integrated Risk Management Plan IT Strategy
<b>Educating our communities</b>	Safer Communities Strategy
<b>Developing a multi-skilled, safe and valued workforce</b>	People Strategy Health, Safety and Wellbeing Strategy Estates Strategy
<b>Making effective use of our resources</b>	Integrated Risk Management Plan Medium Term Financial Plan Procurement Strategy Estates Strategy Collaboration Framework IT Strategy



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## Approach to efficiency

Every aspect of what we do in the service has to be effective and efficient due to public money – communications, engagement and consultation are no exception.

Effective communication and engagement aims to result in a change in behaviour which benefits the community and East Sussex Fire and Rescue Service.

Successful public campaigns and education should drive down demand on the response element of our work, allowing resources to be re-allocated to other activities.

Similarly effective internal behavioural campaigns can assist in reducing undesirable behaviour which can be time-consuming to investigate.

By ensuring we are measuring effectiveness of campaigns and engagement, we will ensure how we are using public money effectively.



# Environmental

We will:

- Ensure our commitment to environmental sustainability is clearly visible in all relevant communications and by making information on environmental policies and progress freely accessible to staff and the wider community to support positive behavioural change.
- Provide opportunities for the community to give feedback on environmental policies and progress; there should be a two-way communication as much as possible.
- Use different communication channels appropriately and creatively to demonstrate commitment to environmental issues, taking into account the environmental impact of those channels.

# Sustainability

This strategy should encourage local action and decision making, improve the sense of community and take account of and/or empower underrepresented groups.

The delivery of this strategy relies on the continuing investment not only in the Communications team, but in other functions including People Services and Safer Communities.

The strategy has been built on the premise that no additional funding will be available and that we can dial up or dial down activity based on the core funding available.

## Collaboration

The duty to collaborate with local and national partners is reflected within the strategy, recognising how important it is to align messages and support each other as we all seek to improve the delivery of our community engagement and education.

Areas of focus include engagement with partners on business as usual activity to make sure the public are informed and that key safety messages have a greater impact.

This strategy relies on increasing collaboration between organisations as illustrated in the Local Government Association peer review action plan.



## Measuring success

As identified by the Local Government Association review, campaign evaluation needs to improve and this will form part of this strategy's action plan.

In addition, Key Performance Indicators (KPI) will be introduced for internal communication and public engagement.

We will use mechanisms such as the HMICFRS Public Perceptions Survey and our Staff Engagement Survey to measure these as well as collating information and feedback from channels such as the After the Incident Survey and post Business Safety Inspection survey, complaints and compliments.

## Performance measurement, quality assurance and review

Performance of the strategy will be reported through the following main routes:

- Project based – for example the introduction of the Leadership and Behavioural Framework
- KPI reports and campaign evaluation reports to the Senior Leadership Team
- Business Plan reports
- Continuous improvement
- Quality assurance and improvement plans from peer review/community reviews

# THEME 1 - Internal communications and engagement

Internal communications and engagement is everything that you think, feel and do with the organisation you work for, the people around you and the work that you do. Delivering good communications means that you have listened to your people, understood them and now they are sharing ideas and making positive change.

Leaders play a critical role during times of change, they need to create a line of sight and guide employees through what's ahead.

Internal communication is too important to be left to one individual or team, it is everyone's responsibility:

- We will review and enhance our internal communications framework, supporting the People strategy with its staff engagement and leadership themes.
- We will support the delivery of major change programmes in the service including the Integrated Risk Management Plan and HMICFRS inspections.
- We will identify and measure against Key Performance Indicators which demonstrate whether the service is effectively communicating with its staff, volunteers and Fire Authority members.
- We will provide support for leaders at all levels where required so they can deliver against expectations in the Leadership and Behavioural Framework.
- We will continue to invest in communication around the Health, Safety and Wellbeing Strategy. We will focus on how we can improve the delivery of critical safety information, promote wellbeing champions and a positive health and safety culture, organisational wellbeing and our health and safety management systems



- We will embrace the “don’t tell me – show me” principle through the use of video, diagrams and other visual aids.
- We will continue to improve internal communications and engagement around the assurance of and learning from our response activity and prevention programmes.
- We will engage with and support staff networks to help with communications.

By the end of this strategy period we will be able to demonstrate progress against the KPIs set within individual projects or within the Communications team.

Our target audiences will report that they feel communications and engagement has been appropriate and effective.





## THEME 2 - Quality engagement with the community

While there are almost as many definitions out there as there are people trying to define it, in its simplest terms community engagement seeks to better engage the community to achieve long-term and sustainable outcomes, processes, relationships, discourse, decision-making or implementation.

Community engagement employs a range of tools and strategies to ensure success. It also places a premium on fostering and enhancing trust as a critical element in long-term, sustainable engagement and effective governance.

Community engagement can be complex and labour-intensive and require dedicated resources such as time, funding and people with the necessary skills.

### **Building on success**

We already deliver a wide range of public engagement through our thematic plans of fire / home safety, road, water and business safety. These activities underpin the directorate plan and prevention and protection strategy.

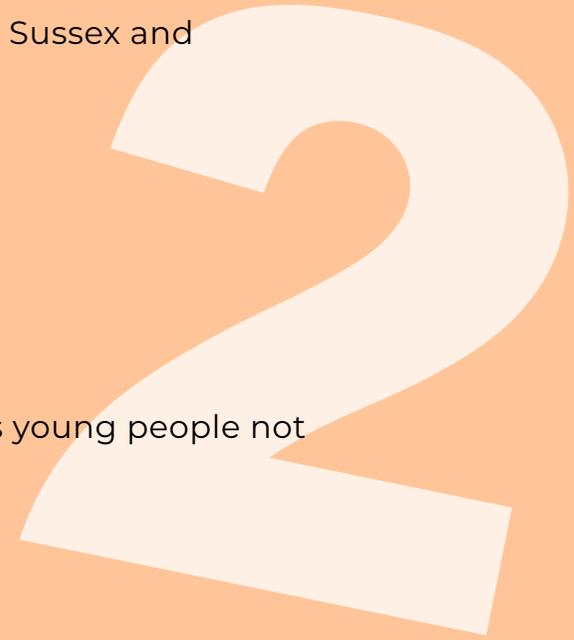
Examples include:

Safer Business Training – aimed at small and medium sized businesses within East Sussex and Brighton and Hove, the course provides information on:

- The Fire Safety Order
- Fire Risk Assessment
- Fire Prevention.

Station Open Days and community events.

Safe Drive Stay Alive – this seeks to provide an educational experience that teaches young people not only the dangers but also the consequences of poor and dangerous driving.



‘Safety in Action’ – these events encourage children to recognise hazards and take action to keep themselves and others safe:

- We will put in place a stronger framework for engagement with the community throughout each year, exploring the potential of citizen panels, town hall meetings and other routes for sharing ideas and feedback. This will cover a range of topics including gaining insight into the public’s understanding of our role and where they see we can add value.
- We will continue to promote Combined Fire Authority meetings among the public, encouraging more public questions and reporting back on outcomes.
- We will develop our post incident survey and post Business Safety Inspection feedback mechanisms.
- We will continue to ensure we effectively feedback the findings or consultations and other formal engagement, as set out above, developing ongoing relationships with new organisations.
- We will improve our evaluation processes to allow us to sense check whether we are having an impact through communication and engagement activities, using surveys, forums and assessments.
- We will engage with community groups to get feedback on our social media and campaign work.

We will have an improved relationship with a range of organisations.

Our target audiences will report that they feel communications and engagement has been appropriate and effective.

These will be demonstrable through our KPIs and evaluation processes.





# THEME 3 - Inclusion and Diversity in communications and engagement

Inclusion and diversity is about our commitment to be inclusive, fair and equitable to all our colleagues, volunteers, communities and stakeholders. It is about listening and responding to all our diverse communities.

Inclusion and diversity for us is about people being central to our work. We recognise that if we integrate the principles of equality within communications and engagement, this will ultimately contribute to improving our outcomes for our communities and internal audiences.

- We will refine and improve targeting and accessibility of our agreed communications and engagement programme for prevention and protection activities.
- We will review our communications and equality guide and ensure it is launched and embedded within the service
- We will create new conversations to enhance the work of partners including the National Fire Chiefs Council, Fire Kills, Royal Life Saving Society, the Royal National Lifeboat Institute and Safer Sussex Roads. We will focus on ensuring that these are better targeted, more accessible and reflect the needs and cultures of our diverse communities.
- Communications, engagement and consultation activities will support the following aims from the People Strategy:
  - ▶ Take positive action to help encourage recruitment from underrepresented groups.
  - ▶ Using the benefits of diversity to better understand the communities we serve
  - ▶ Promoting cultures of dignity and respect with the public and within our workforce so that engagement may flourish, making us more flexible, innovative and create environments where people feel valued.



- Social media channels will better reflect our community and the way they wish to be engaged with

Our target audiences will report that they feel communications and engagement has been appropriate and effective.

These will be demonstrable through our KPIs and evaluation processes.





## Strategy Action Plan

### Priorities for year 1

What we will do	Key milestones including final completion	Who is involved	Performance targets/success measures
Carry out internal communications review including research to establish how staff and members prefer to be communicated with	Survey Summer 2021 Implement Close down April 2022	Communications Training and Assurance Ops Planning and Policy	Staff survey Feedback
Deliver internal campaign on Leadership and Behavioural Framework and appraisals framework	Quarterly updates Close down May 2022	HR and OD Communications Training and Assurance	Staff survey Feedback
Increase staff engagement through staff survey/pulse surveys and staff networks	Rolling programme linked to service needs	HR and OD Communications	Number of responses Quality of information
Refine and improve targeting of our agreed communications and engagement programme for prevention and protection activities	Confirming programme of work Sept 2021  Annual programme of work from Jan 2022	Safer Communities Communications Analysts – Community Risk Inclusion and Diversity Adviser Local community groups	Evaluation reports
Support the People strategy: Take positive action to help encourage recruitment from underrepresented groups.	Summer 2021 recruitment opens	HR and OD Communications Training and Assurance Inclusion and Diversity Adviser Local community groups	Recruitment stats Evaluation
We will support the delivery of the Integrated Risk Management Plan.	As specified in project plan. Includes: Staff engagement	IRMP Implementation Team Communications Local authorities	As specified in project plan

	Public engagement		
We will support the delivery of the HMICFRS inspection and findings	Rolling programme	SPOC for HMICFRS Communications	HMICFRS report findings
Roll out a new programme of media and communications training for station managers	Scoping Summer 2021 Autumn 2021 launch Completion Spring 2022	Communications	Feedback
Provide in-house media training for Fire Authority members on fire and rescue service themes	Scoping Summer 2021 Autumn 2021 launch Completion Spring 2022	Communications Democratic Services	Feedback
Clarify out of hours arrangements in Communications to add more resilience, and explore opportunities for sharing responsibilities with partners	Scoping Winter 2021 Options report Jan 2022 Implementation by Spring 2022	Communications	System evaluated
We will continue to promote Combined Fire Authority meetings among the public, encouraging more public questions and reporting back on outcomes.	CFA meetings	Communications Democratic Services	Attendance numbers Numbers of questions
We will continue to ensure we effectively feedback the findings or consultations and other formal engagement, developing ongoing relationships with new organisations.	Timetable to be confirmed due to IRMP implementation	IRMP implementation team Communications	Number of participants Quality of information
We will continue to invest in communication around the Health Safety and Wellbeing Strategy. We will focus on how we can improve the delivery of critical safety information, promote wellbeing champions and a positive health and safety culture, organisational wellbeing and our health and safety management systems	Wellbeing calendar confirmed each year Channel development linked into Internal Communications Review	Health, Safety and Wellbeing team Wellbeing Group Communications	Readership numbers Staff survey

## Priorities for year 2

What we will do	Key milestones including final completion	Who is involved	Performance targets/success measures
We will put in place a stronger framework for engagement with the community throughout each year, exploring the potential of citizen panels, town hall meetings and other routes for sharing ideas and feedback.	Scoping April 2022 Business case June 2022 Funding approval Sept 2022 Implementation by April 2023	Communications	Attendance Engagement levels
Develop better segmentation and benchmarking of internal communications, building on internal communications review. We will identify and measure against Key Performance Indicators which demonstrate whether the service is effectively communicating with its staff, volunteers and members.	Scoping April/May 2022 Decision August 2022 Implementation dependent on budget	Communications	Engagement levels
Review social media protocols/policies for stations' social media accounts. Ensure Communications have a good understanding of all the accounts that are being used under the ESFRS name, in order to be sure they are administered consistently and adhere to the organisation's policies and guidelines.	Deliver Spring 2022	Communications	Streamlined approach Greater oversight Control measures improved Co-ordination improved Increased social media engagement
Contribute to the creation of external resource group	From April 2022	HR and OD Communications Inclusion and Diversity Adviser	Engagement levels Attendance Influence on service work
Review the approach to Internal and Diversity and accessibility within engagement and communications We will review our communications and equality guide and ensure it is launched and embedded within the service	Winter 2022	Communications	External review Stakeholder feedback

Create new conversations to enhance the work of partners including the National Fire Chiefs Council, Fire Kills, Royal Life Saving Society, the Royal National Lifeboat Institute and Safer Sussex Roads. We will focus on ensuring that these are better targeted and reflect the needs and cultures of our diverse communities.	Campaign calendar agreed each year	Communications Safer Communities	Campaign evaluation
Carry out audit of communications spending across ESFRS to review existing approach to commissioning campaigns	Summer 2022	Communications Finance	Report on spend able to highlight value for money
Refine and improve targeting of our agreed communications and engagement programme for prevention and protection activities.	Confirming programme of work Sept 2022  Annual programme of work from Jan 2023	Safer Communities Communications Analysts – Community Risk Inclusion and Diversity Adviser Local community groups	Evaluation
We will support the delivery of the Integrated Risk Management Plan.	As specified in project plan. Includes: Staff engagement Public engagement	IRMP Implementation Team Communications Local authorities	As specified in project plan

### Priorities for year 3

What we will do	Key milestones including final completion	Who is involved	Performance targets/success measures
We will put in place a stronger framework for engagement with the community throughout each year, exploring the potential of citizen panels, town hall meetings and other routes for sharing ideas and feedback.	Programme rolled out from April 2023	Communications	Attendance Engagement levels
Refine and improve targeting of our agreed communications and engagement programme for prevention and protection activities.	Confirming programme of work Sept 2023  Annual programme of work from Jan 2024	Safer Communities Communications Analysts – Community Risk Inclusion and Diversity Adviser Local community groups	Evaluation
We will develop our post incident survey and post Business Safety Inspection feedback mechanisms.	Begin April 2023	Communications Business Services Safer Communities	Feedback from public
We will support the delivery of the Integrated Risk Management Plan.	As specified in project plan. Includes: Staff engagement Public engagement	IRMP Implementation Team Communications Local authorities	As specified in project plan
Provide enhanced media training for Fire Authority members on IRMP	Timescales to be confirmed – will be in line with 2024 IRMP	Communications Democratic Services	Feedback

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## Equality Impact Assessment

This form should be completed in conjunction with EIA Tip Sheet and Key EIA Considerations

Part 1 – The Document				
1.	Name of Policy, Procedure, Activity, Decision or Service:	Communications, engagement and consultation strategy		
	Status of PPADS (please tick)	<input type="checkbox"/> NEW	<input checked="" type="checkbox"/> UNDER REVIEW	<input type="checkbox"/> CHANGING <input type="checkbox"/> EXISTING
2.	a. Main purpose of PPADS:	Set strategic direction for ESFRS and ESFA	b. Project Manager and Process owner:	Communications manager
	c. Project/processes this PPADS is linked to:	Communications, engagement and consultation		
3	List the information, data or evidence used in this analysis:	Research carried out for strategy		
Part 2 - Analysis				
Characteristics	Neutral Impact (x)	Negative Impact* (Risk Assess & score)	Positive Impact (x)	Narrative Section, detail below why and how you scored impact, you should consider:  What are the risks &/or negatives, benefits and or opportunities to that Protected Characteristic?  You <u>will</u> need evidence to support your Analysis.
A person of a particular age	<input type="checkbox"/>		<input checked="" type="checkbox"/>	The strategy is aimed at increasing performance related to inclusion and diversity
A disabled person	<input type="checkbox"/>		<input checked="" type="checkbox"/>	As above

A person of a particular sex, male or female	<input type="checkbox"/>		<input checked="" type="checkbox"/>	As above
Pregnancy, Maternity, Marriage or Civil Partnership	<input type="checkbox"/>		<input checked="" type="checkbox"/>	As above
A person of a gay, lesbian or bisexual sexual orientation	<input type="checkbox"/>		<input checked="" type="checkbox"/>	As above
A person of a particular race	<input type="checkbox"/>		<input checked="" type="checkbox"/>	As above
A person of a particular religion or belief	<input type="checkbox"/>		<input checked="" type="checkbox"/>	As above
Transgender a person whose gender identity/expression does not make their assigned sex	<input type="checkbox"/>		<input checked="" type="checkbox"/>	As above
Community considerations Application across communities or associated with socio-economic factors considering the 10 dimensions of Equality	<input type="checkbox"/>		<input checked="" type="checkbox"/>	As above
Criminal convictions	<input checked="" type="checkbox"/>		<input type="checkbox"/>	
Rural living	<input type="checkbox"/>		<input checked="" type="checkbox"/>	
Human rights	<input checked="" type="checkbox"/>		<input type="checkbox"/>	

**Part 3 – The results**

	Yes	No	
Are there negative scores in <b>Low</b> ? (see guidance)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<i>If Yes, list any actions required to adjust the activity and any mitigation you will implement in the action plan below in <b>section 6</b></i>
Were positive impacts identified?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<i>If No, I &amp; D will contact you about this</i>

Are some people benefiting more than others? If so explain who and why.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Are one or more negative scores in <b>Medium</b> or <b>High</b> ? (See guidance)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<i>If Yes, Contact I &amp; D for further consultation</i>
<b>Part 4 - Consultation, decisions and actions</b>			
If medium or high range results were identified who was consulted and what recommendations were given?			
NA			
Describe the overall decision on this Policy, Procedure, Activity, Service or Decision:			
This strategy will be approved by the Fire Authority and has a section which deliberately seeks to improve communications, engagement and consultation with different groups and individuals.			
List all actions identified to address/mitigate negative risk or promote positively			
<b>Action</b>	<b>Responsible person</b>		<b>Completion due date</b>
These are detailed in the strategy.			01/03/2024
When, how and by whom will these actions be monitored?			
Through the strategy action plan and business planning reporting process.			
<b>Part 5 – Sign Off</b>			
Created by (Print Name): Elizabeth Curtis		Department: Communications	
Signature**E Curtis		Date: 18 March 2021	
<b>To be completed by Equalities Team</b>			
Signature**		EIA number:	
Assessment date:		Review date:	

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**Sustainability Checklist for strategies**

<b>Aspect</b>	<b>Positive</b>	<b>Negative</b>	<b>N/A</b>
<b>1. Community Participation</b>			
<i>a) encourage local action and decision making</i>	✓		
<i>b) improve the sense of community</i>	✓		
<i>c) take account of and/or empower underrepresented groups</i>	✓		
<b>2. Economy and Work</b>			
<i>a) assist low income/disadvantaged groups</i>			✓
<i>b) increase employment/vocational training opportunities</i>			✓
<i>c) provide opportunities for local businesses</i>			✓
<b>3. Health</b>			
<i>a) reduce factors that contribute to ill health (diet, poverty, lifestyle, etc.)</i>	✓		
<i>b) improve health facilities</i>			✓
<i>c) provide healthy and safe working environments for staff</i>	✓		
<b>4. Equality and Opportunity</b>			
<i>a) increase facilities for the young, elderly, or special needs groups</i>			✓
<i>b) increase life-long learning opportunities</i>			✓
<i>c) promote citizenship – e.g. racial or religious understanding</i>	✓		
<b>5. Transport</b>			
<i>a) promote or improve access to public transport</i>			✓
<i>b) encourage walking or cycling</i>			✓
<i>c) discourage unnecessary use of motor vehicles, thus reducing emission levels</i>	✓		
<i>d) improve the transport network</i>			✓
<b>6. Pollution</b>			
<i>a) reduce pollution of air, water and/or land</i>	✓		
<b>7. Energy</b>			

<i>a) reduce energy use and/or improve energy efficiency</i>	✓		
<i>b) generate energy from renewable sources</i>			✓
<b>8. Environment</b>			
<i>a) create quality greenspace for community use</i>			✓
<i>b) benefit biodiversity</i>			✓
<i>c) conserve and enhance the built heritage</i>			✓
<i>d) protect character of landscape and/or townscape</i>	✓		
<i>e) encourages sustainable production (e.g.- in case of procurement)</i>	✓		
<i>f) use sustainable design and construction techniques</i>			✓
<b>9. Waste and Resources</b>			
<i>a) reduce amount of waste produced or reuse existing products</i>	✓		
<i>b) encourage recycling or the use of recycled products</i>	✓		
<b>10. Asset Management</b>			
<i>a) ensures best value in the use of the Fire Authority's built assets</i>	✓		
<i>b) takes account of and seeks to minimise whole life cycle cost of the Fire Authority's built assets.</i>			✓
<b>11. Human Resources</b>			
<i>a) ensures efficiency in the use of human resources</i>	✓		

## Stakeholder map

This has been provided to help staff identify external groups which they should engage with and sources of information. It is important to identify individuals within organisations to ensure communication, consultation and engagement is effective.

<b>Emergency Services, partnerships, public services, national agencies etc</b>			
National Fire Chief Council West Sussex FRS Surrey FRS Kent FRS Sussex Police Secamb Coastguard/MCA British Transport Police	Sussex Resilience Forum Sussex Warning and Informing Group Sussex Safer Road Partnership CCGs Hospitals Strategic partnerships	East Sussex County Council Brighton and Hove City Council Hastings Borough Council Eastbourne Borough Council Lewes District Council Wealden District Council Rother District Parish Councils Libraries Safety Action Groups	Environment Agency Highways Agency Met Office Home Office Trading Standards NHS England East Sussex Public Health National Fire Chiefs Council
<b>Public – individuals and groups</b>		<b>Public Facebook groups</b>	
The Cube/Mosaic can provide specific addresses based on lifestyle/demographics e.g. People on low incomes and on fire risk  Our Planning and Intelligence Analysts (Community Risk) regularly provide specific lists and maps for engagement.	Our consultation database includes groups for: Older people Young people People from different ethnic backgrounds People with disabilities Faith groups Lesbian, Gay, Bi-sexual, and Transgender people Migrant workers Travellers Homeless people	Including: Bexhill-on-Sea Friends Brighton Community Noticeboard Broad Oak & Brede Village Notice Board Crowborough Chat East Sussex Sea Fishing Eastbourne Community Hastings, Bexhill, Battle, and Rye-What's Local? Heathfield Area News	LGBT Brighton & Hove Network Mayfield Village Uckfield Community News & Talk Wadhurst Village Equine Road Safety Families Against Drowning (FAD) Forest Row Community
<b>Business</b>			<b>Third sector</b>
Business Safety database of individual businesses ACES Sussex Chamber of Commerce Brighton and Hove Chamber of Commerce	Beacon Centre, Eastbourne Priory Meadow, Hastings, Churchill Square, Brighton Langney Shopping Centre, Eastbourne The Riverside, Lewes Enterprise Shopping	Wealden Business Group Eastbourne Business Network Sustainable Business Group	Fire Fighters Charity ROSPA Brake RSPCA Red Cross Local charities

Brighton & Hove Hotel Association Eastbourne Hospitality Association Hastings and St Leonards Tourism Association		Wired Sussex Local business groups Federation of Small Businesses British Retail Consortium Institute of Directors Call handling centres	RNLI RLSS KSS Air Ambulance 3VA
<b>Education</b>	<b>Media</b>	<b>Transport</b>	
Database of schools held by Education Team Councils Colleges Universities	Local National Specialist publications/broadcasters	Network Rail Bus companies Train companies Highways Agency Newhaven Port	

## Current Prevention Activities

Audience	Route/channel	Messages/purpose	Comments
5-11 year olds	Primary Schools Education, schools visits & Home Educated	Lessons for Yr 2 & Yr 5 classes teaching fire/water/road safety to enable children to lead safer lives and help their families by taking the messages home. Importance of smoke alarms and exit plans, road signs awareness and how to cross safely and 'learn to float' RNLI messages and dangers in the water.	Strong links with schools and partners
11-14 year olds	Secondary (KS3) Schools Education, schools visits & Home Educated	Lessons for Yr 7 & Yr 8 classes teaching fire/water/road safety to enable children to lead safer lives.	Strong links with schools and partners
2 – 18+	Firewise - One to one fire safety education for young people where there are concerns around fire	Bespoke sessions often linked with partner agencies to help young people make safer choices.	Strong links with Parents, Schools, Social Workers/Key Workers. Opportunity to link further with Sussex Police, Other FRSS, Probation Officers, YOT, CAMHS
11-14 (Plans to launch a 8-11 version in Autumn 2021)	Watch Scheme - Intensive intervention for a small group of young people over 6 weeks.	Young people who have been identified by their school as needing help to reengage and motivate or boost confidence.	Strong links with Schools and Partners (Sussex Police, RNLI, City Council)
0 – 18 and their families	Keyworking – Referral from Social Workers/Key Workers	Bespoke for each family. Including team working, motivation and assistance to home improvements. Linking with potential Firewise and Hoarding cases.	Strong links in some areas of the service area, opportunity with other areas in service area, with

			Parents/families, Social Workers/Key Workers, potentially schools
10- 11 year olds (Plans to launch a special needs and older version in Autumn 2021)  12 plus – SEND children	Safety in Action	<p>These events encourage children to recognise hazards and take action to keep themselves and others safe. Simulated scenarios allow children to interact with members of the emergency services and think about safe responses to a variety of different situations in order to keep themselves and others safe.</p> <p>We aim to pilot a version of Safety in Action for older children with special needs in Autumn 21, if Covid restrictions permit.</p>	<p>Strong links with partners and schools</p> <p>Opportunities to broaden target groups, and address emerging trends.</p>
13-18yrs	Water Savvy Water Safe	<p>Water safety highlighting the dangers in and around areas of open water and the coast. Incorporating</p> <ul style="list-style-type: none"> <li>• FLOAT to live.</li> <li>• Cold Water Shock.</li> <li>• Throwlines.</li> <li>• What to do if you spot someone in trouble in water.</li> <li>• Don't Drink &amp; Drown</li> <li>• Peer pressure</li> </ul>	Strong links with partners and schools
Families	Station Open Days	<p><u>Water Safety</u></p> <ul style="list-style-type: none"> <li>• Hook a duck</li> <li>• Throwline Challenge</li> <li>• Beer Goggles (Don't Drink &amp; Drown)</li> <li>• Ice bucket challenge (Cold Water Shock Simulation using hands)</li> </ul> <p><u>Road Safety</u></p> <ul style="list-style-type: none"> <li>• Beer Goggles (Don't Drink &amp; Drive)</li> <li>• Child car seat height chart.</li> <li>• Exchanging places (Cycle Safety – Blind spots)</li> <li>• Tyre Safe</li> </ul> <p>HSVs/ Fire Safety</p>	Strong links with partners and Parents. Opportunity to link further with Sussex Police, Other FRSs, SECEMB

		Heads up (Old Black Museums) Volunteers	
16-18yrs	Safe Drive Stay Alive	Road Safety. Aimed at Young Drivers & their Passengers. Highlighting the Fatal 4 and the consequences of poor decision making behind the wheel to promote behavioural change.	Strong links with partners and Parents.
Families	HSVs	Fire Safety Wellbeing	Strong links with partners and Parents.
Community groups	Facebook	Fire Safety Wellbeing	Strong links with partners/ Community Groups and Parents.
Parents and carers of children under 4 years	Child safety advice and Equipment scheme Project commissioned by ESCC	To reduce accidental injuries and accidental dwelling fires working with more vulnerable families, to provide advice and safety equipment.	Strong links with partners and referral agencies.
Young people aged 13 to 17 years old	Fire cadets	The programme encourages young people to develop life skills such as problem solving, communication and teamwork. The Fire Cadets Award programme is based on the training of Operational Firefighters.	Opportunities to increase diversity amongst Cadets.

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## EAST SUSSEX FIRE AND RESCUE SERVICE

**Meeting** Fire Authority

**Date** 2 September 2021

**Title of Report** Response & Resilience Strategy (2021-2025)

**By** Mark Matthews, Assistant Chief Fire Officer

**Lead Officer** Hannah Scott-Youlton, Assistant Director Operational Support & Resilience

**Background Papers** HMICFRS Inspection Report for ESFRS  
 HMICFRS State of Fire Report  
 IRMP 2020 – 2025  
 Annual Business Plan & Thematic Plan for OP&P Team

**Appendices** Appendix 1 – Draft Response & Resilience Strategy 2021-2025

### Implications

<b>CORPORATE RISK</b>	✓	<b>LEGAL</b>	
<b>ENVIRONMENTAL</b>		<b>POLICY</b>	
<b>FINANCIAL</b>	✓	<b>POLITICAL</b>	
<b>HEALTH &amp; SAFETY</b>		<b>OTHER (please specify)</b>	
<b>HUMAN RESOURCES</b>		<b>CORE BRIEF</b>	

**PURPOSE OF REPORT** This report seeks approval from the Fire Authority for the ESFRS Response & Resilience Strategy 2021-2025.

**EXECUTIVE SUMMARY** The draft Response & Resilience Strategy (appendix A) has been developed both collaboratively and in support of and aligned to the Integrated Risk Management Plan and the Corporate Plan. The draft strategy has been reviewed by the Senior Leadership Team and other officers from across the Service.

The deliverables within the draft strategy take into consideration the findings of the HMICFRS 2019 Inspection and the HMICFRS State of the Fire and Rescue Service Reports published in both January 2020 and March 2021 as well as the Grenfell Tower action plan.

In order to deliver and implement all of the component parts of this strategy it has been indicatively costed at £22,500, however, there are also a number of business cases that need to be considered, which may require further investment.

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**RECOMMENDATION**

That the Fire Authority:

- i) approve the Response & Resilience Strategy 2021-2025;
  - ii) note that additional funding bids to support the delivery of this Strategy will be considered as part of the 2022/23 Budget Setting process and included in the budget papers presented to the Fire Authority in February 2022;
  - iii) note that a further paper will go to SLT in October specifically in relation to the Grenfell Tower Action Plan which may require additional resources for an agreed period of time;
  - iv) note that an Outline Business Case will be developed in 2022/23 financial year for in-cab technology. This will require additional funding; and
  - v) note that regular reports on the delivery of the Response & Resilience Strategy will be presented both to the Ops Committee and then to SLT.
- 

**1. INTRODUCTION**

- 1.1 ESFRS wants to ensure it provides the highest quality service to the Communities we serve across the spectrum from community based services to highly specialised rescue services.
- 1.2 The HMICFRS Inspection report identified improvements that could be made within our operational response such as how risk information needed to be better accessible to front line operational crews.
- 1.3 The draft Response & Resilience Strategy 2021-2025 is shaped by a response to these broad issues, the external change drivers articulated in the Strategy and our own internal change drivers such as the Integrated Risk Management Plan 2020-2025.
- 1.4 It is an ambitious strategy that seeks to achieve continuous improvement and ensure a first class service to the communities of East Sussex and Brighton & Hove. This strategy will guide the actions of our approach to our Response functionality over the next 4 years.

## **2. FINANCE**

2.1 The indicative costings of the 4 year strategy currently stand at £22,500.

2.2 A breakdown of the annual costs can be seen below:

Year 1 costs = £0

Year 2 costs = £10,000

Year 3 costs = £12,500

Year 4 costs = £0

**Cost of strategy over 4 years = £22,500**

2.3 It should also be noted that an Outline Business Case will be developed in 2022/23 for an in-cab solution for post incident considerations. This was originally in the IT strategy (£400k) but taken out in July 2020 through the prioritisation sessions. The Outline Business Case will be taken through the Strategic Change Board and then SLT in 2022, with a view, if successful for delivery across 2023-2025.

## **3. ENGAGEMENT**

3.1 The strategy has been shared with SLT, other staff from across the Organisation and senior officers to enable them to feed into the strategy and to provide feedback during its development. The development phase has also been shared with our 4F colleagues. This feedback has been incorporated.

3.2 Additional conversations have taken place with the Assistant Director of Safer Communities to ensure synergy between the Response & Resilience Strategy and the Prevention & Protection Strategy.

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**East Sussex**  
Fire & Rescue Service

**Planning for a Safer Community - Response & Resilience Strategy  
2021 - 2025**

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## Foreword – Chief and Chairperson

### **Roy Galley, Chairman**

“I am delighted to present the Response & Resilience Strategy 2021 - 2025. This strategy underpins the Integrated Risk Management Plan that was approved by the Fire Authority in September 2020 and seeks to address the improvements required as identified with our Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services inspection outcome report following our inspection in 2019. The findings concluded that ESFRS was good at responding to fires and other emergencies and good at responding to national risks. This strategy builds on that assessment and ensures that when we are required to respond, we will do so in a timely manner with the right staff, who have the right skills, the right equipment and the right support.

The strategy sets out how we will provide our operational response and resilience services over the next four years. Our Integrated Risk Management Plan, Planning for a Safer Future 2020-25 agreed a range of operational and other change proposals that will ensure that East Sussex Fire and Rescue Service can continue to effectively deliver all of its statutory duties and continue to be an effective fire and rescue service.

### **Dawn Whittaker, Chief Fire Officer**

The role of a fire and rescue service has significantly changed to involve a much broader range of activities than that of simply responding to emergency incidents. We also recognise that it is very rare for us to respond to an emergency on our own and we will continue to carry out joint planning with our partners to ensure we are prepared to deal with all types of emergency on a local, regional and national scale.

We want to help our communities be resilient and prepared for emergencies as best they can, so that they are able to help themselves. We will work closely with other partners, businesses and community groups to support this...for example in areas likely to flood we will seek to ensure people and businesses have grab bags prepared with items such as essential medications and insurers details etc ready in the event of evacuation.

This strategy closely aligns with our Prevention and Protection and People Strategies in showing how we will work closely with our colleagues across the organisation to deliver the purpose and commitments of the Fire Authority. The actions and changes set out in this strategy will be managed and delivered by the Service Delivery Directorate.

## Strategic Context

Legislation such as the Fire and Rescue Services Act and the Civil Contingencies Act gives us a clear statutory mandate to respond to fires and other emergencies once alerted and to provide the necessary resources to deliver that response effectively. In complying with this legislation we will ensure that, regardless of the circumstances (e.g. time of day, weather conditions etc.) every member of our communities will receive access to an emergency response service.

The purpose of providing an emergency response is to save life, protect property and also to prevent or mitigate harm to the environment. Response arrangements are one element within our integrated risk management planning process and they have been developed to make best use of our resources. To that end, the Service has the following key functions fully embedded within its business policies, plans and procedures, to ensure that they are both robust and resilient:

- Emergency call handling and lifesaving advice provision.
- Operational appliances and equipment remaining in a high state of operational readiness.
- Operational stations and equipment placed at strategic positions within the Service's main conurbations commensurate with risk and agreed response standards.
- Operationally competent crews with the key skills to deliver a response service.
- Key sources of operational intelligence to ensure risk based information remains current.
- Effective water supplies (hydrants, High Volume pump, water carriers and access to open water).
- Fire Investigation capability at post emergency incident phase capability.

Our view on community resilience is a holistic one. Whether a community is large, small, specific, geographic or transient our role as a Fire & Rescue Service is to support our communities to prepare for worst case scenario so they know how to positively react at the time of crisis, and that they can recover and improve, post crisis.

Community resilience is not agencies doing it for them – it's motivated from within the community but ensuring they have the necessary support from statutory agencies, such as the Fire & Rescue Service to assist with guidance, training, provide logistic support and so on.

As a Fire & Rescue Service we are committed to the building of resilient communities and do this through both the work we undertake through the Local Resilience Forum (Sussex Resilience Forum as detailed in Theme 4) and through the activities outlined in the Prevention & Protection Strategy.

The Civil Contingencies Act 2004 places additional responsibilities on us as a Category One responder. We work in close partnership with the Sussex Resilience Forum to ensure there is a robust community risk register and pre-planning arrangements in place in the event of a major incident occurring, whilst taking close account of our own business continuity arrangements to guarantee our core emergency response services remain effective during such events.

In accordance with the Fire and Rescue National Framework, we will also have regard to the National Risk Register and collaborate with wider Category 1 and 2 responders to ensure interoperability when responding to regional or national events.

Through the National Resilience programme, the Authority will ensure its operational response capability is maintained for the High Volume Pump and Mass Decontamination Unit, stationed and crewed within our local area.

In order that our fire-fighters remain safe whilst providing a first-class service to our community, we will ensure that we meet all of the legislative requirements of the Health and Safety at Work Act. In addition, we will also meet all of the moral requirements for maintaining a fit, safe and healthy workforce thus enabling staff to deal with the often urgent need to carry out rescues or mitigate disaster through our People Strategy.

Over recent years influential national reports such as State of Fire report have increased scrutiny on fire and rescue services, with the change of governmental departments, the move under the Home Office and the subsequent Fire Reform Programme the service recognises that continuous improvement is essential. This Response and Resilience strategy has been created to help balance the impact of and respond effectively to these external drivers while still ensuring the service can meet the demands identified through its community risk management process.

### **National Framework Document**

The Framework document sets out the Government's priorities and objectives for the fire and rescue service. It states:

- The Government's expectations for the fire and rescue service
- What Fire Authorities are expected to do;
- The support the Government will provide in helping them meet these objectives.
- Operational Assurance Statement

## **HMICFRS Inspection**

Fire and Rescue services are assessed annually under Section 28B of the Fire and Rescue Services Act 2004 via HMICFRS inspections and reported to the Secretary of State, results are captured globally in the national State of Fire and Rescue –The Annual Assessment of Fire and Rescue Services in England 2019 and locally as specific organisation reports.

The inspection concentrates on efficiency, effectiveness and people, and supports the driving of improvements in these three main areas both in individual fire and rescue services and the sector nationally. The implementation of both the Response & Resilience Strategy and the Prevention & Protection Strategy will assist ESFRS in successfully achieving the expectations of the public it serves and its Purpose to make communities safer as well as discharging the areas for improvement identified by our own HMICFRS inspection.

## Purpose of the Strategy – Building a Picture of the Risk

The Response and Resilience Strategy describes how we will meet our statutory duties in respect of getting to and dealing with emergencies as quickly and effectively as possible. This is achieved through the deployment of our fire-fighters at a number of key locations that are continuously available to respond to all areas.

Plan	Outline direction
Integrated Risk Management Plan (IRMP)	The IRMP sets out the Authority’s assessment of local risk to life and, in line with this assessment, how resources will be deployed to address these risks. The IRMP will be supplemented by annual objectives and associated programmes and projects that deliver the required improvements.
Medium-Term Financial Plan (MTFP), including Revenue & Capital Budgets	The MTFP sets out the Authority’s financial position over the medium-term and ensures resources are managed effectively and revenue and capital budgets are aligned with corporate objectives.
Service Delivery Strategies	Response & Resilience, Prevention & Protection, Fleet & Equipment, People, Health Safety & Wellbeing, IT and Procurement strategies.
Directorate Plan	Service Delivery Support Directorate overview of priorities and objectives
Operational Planning & Policy Thematic Plan	We will maintain an iterative thematic plan to document key ‘in-year’ work activities that contributes to the realisation of the Response & Resilience Strategy and responds to the development and delivery of response and resilience.

This strategy, like the other 7 core strategies drives our business and our approach. All of our strategies are a vital part in our planning framework and each supports our Integrated Risk Management Plan and the associated Strategy action plans form the Corporate Plan. In addition to setting out how we will deliver our aims, they also feed into our planning cycle to inform our future priorities. We expect that we will continue to face a very challenging financial climate going forward which will be impacted by the significant pressure on public spending due to the COVID-19 pandemic. The next four years are therefore likely to require further innovation and changes to the way we operate and deliver our services and this strategy will help us achieve this.

We provide an emergency response to save lives, protect property and also to prevent or mitigate harm to the environment. We have 24 fire stations, covering the risk of the local area and providing resilience across the County and City.

The stations are staffed in three main ways:

- Wholetime shift: these are crewed 24 hours a day, 365 days per year by fulltime firefighters
- Whole-time Day-crewed (DC): operational firefighters are on the fire station during the daytime only. For our service, this is typically between 08:30 and 18:30. Outside of these times, firefighters are still available to attend incidents through

- responding to an alerter
- On-call (OC) operational firefighters respond to an alerter when an emergency call is received and they are contracted to provide a certain amount of availability per week and must live or work within a specified parameter of the fire station.

We share our control centre with Surrey Fire & Rescue Service and West Sussex Fire & Rescue Service and it is based at the Joint Fire Control (JFC) in Salfords, Surrey. The JFC team has a number of duties including answering 999 calls, sending engines to incidents and moving fire engines to provide cover at strategically important locations.

### **Our attendance standards**

Our attendance standards are measured from when a call is received to the first fire engine arriving at the incident:

- an 'on-station' response should be within 10 minutes 70% of the time
- an 'on-call' response should be within 15 minutes 70% of the time

In the first instance, our priority is to avoid emergency incidents occurring and we have set out our approach to achieving this goal in our Prevention & Protection Strategy. However, in the event that we do have to respond to emergencies, we will do so in a safe, measured and effective way ensuring that we minimise the impact to our citizens and on our communities. Set out in this section is an overview of the operational risks and challenges that East Sussex Fire and Rescue Service faces on a daily basis. The full explanation of each of the risks can be found within both the Integrated Risk Management Plan (IRMP) and the Operational Response Review (ORR). This Strategy specifically identifies how we intend to respond to these risks.

### **Fire in the Home risk**

Fire represents the 'traditional' risk of the fire and rescue service. In terms of fire patterns and trends, we now understand that fire; especially in the home, is as much a social phenomenon as it is a combustion process. For this reason, the incidence of fire very much follows similar trends to other social factors. Alcohol and drugs use, mental and physical illness and socioeconomic factors all play a part. This lends itself to a level of predictability in terms of trends.

In terms of risk to people, fires develop much faster and at higher temperatures than they have in the past and this is a common factor that applies to fires in the home and in other buildings. As a consequence, far more investment in the provision of home fire safety advice has been made. Our approach to 'prevention activities' is detailed in the Prevention & Protection Strategy and explains the integration of Prevention, Protection and response activity to effectively reduce risk.

## **Fires in Commercial Settings**

In relation to larger/commercial buildings, East Sussex and Brighton & Hove consists of many high, medium and low rise structures. The approach to modern methods of construction, for many of these buildings presents very different risks for the Service. There are buildings with much bigger compartments; often with very high fire loading and despite the fact that the vast majority comply with the relevant legislative requirements, they are not always fitted with fire sprinklers.

In addition, we have modified and invested into a system that ensures holistic system for Firefighter risk info protection and prevention that supports our drive to ensure effective, accurate and timely exchange of information between teams at critical times.

## **Road Risk**

East Sussex and Brighton & Hove has a total length of 5,361km road across the ESFRS area. There are no motorways and fewer than 50 miles of dual carriageway in the service area. Consequently, the road infrastructure is poor. This increases road traffic collision risks, our service response times, and limits the local economy. Due to tourism related traffic, this issue is further exacerbated in the summer months, particularly during school and bank holidays.

## **Water Risk**

Drowning is a leading cause of accidental death in the UK and ESFRS is committed to working with our partner agencies to ensure everyone is equipped with the necessary information they need to protect themselves and their loved ones. East Sussex and the City of Brighton & Hove have one of the highest number of accidental drownings in the UK, hence the commitment in the current Integrated Risk Management Plan (2020-2025) as a key community risk. Due to its seaside proximity to London, Brighton & Hove alone attracts more than 11 million visitors each year. Along with the coastal risk, East Sussex also comprises many rivers, lakes, marshes and reservoirs.

## **Heritage Risk**

There are a wide variety of heritage and cultural risks across the county of East Sussex and the City of Brighton & Hove, including a significant number of graded/listed buildings, thatched properties, sporting venues such as the Amex stadium and the South Downs National Park. These site-specific risks are considered carefully and policies, procedures and processes relating to these risks are defined, refined and aligned through Operational Risk Information process.

## **Environmental Risk**

The south coast is particularly vulnerable due to low atmospheric pressure over the English Channel, high tide levels (spring tides) and storm surges, caused by gales driving storms through the channel. There are significant parts of the ESFRS that represent a flood risk, both from coastal and fluvial flooding. A number of areas benefit from flood defences, but other areas represent a significant risk from flooding.

## **Wildfire**

Climate change is causing hotter and drier summers; this has the potential to increase the risk of wild fires occurring. These incidents demand vast resources from their local fire and rescue services.

## **Over border risks**

In addition to all the risks within our area, there are also risks that sit just outside in neighbouring counties, for example, Gatwick and Shoreham airports in West Sussex and a nuclear power station in Kent.

Section 13 and 16 of the Fire Services Act 2004 places an obligation on fire and rescue services to group together, where practicable, to provide mutual assistance in the execution of their functions. ESFRS has contractual arrangements in place with its neighbouring services in terms of reinforcement schemes to ensure serious emergencies are attended in an efficient and effective manner

## **National Risk**

The Government monitors the most significant emergencies that the UK could face over the next five years through its National Security Risk Assessment. The National Risk Register (NRR) is the public version of this assessment.

The Community Risk Register (CRR) provides information on the biggest emergencies that could happen in Sussex, together with an assessment of how likely they are to happen and the impacts if they do. This includes the impacts to people, their houses, the environment and local businesses.

Looking at all of the risks together also assists emergency services, local authorities and other organisations plan their joint response. The CRR aims to help these agencies make decisions on emergency planning work, and will help them develop better relationships whilst considering their capabilities and capacity.

## Approach to Efficiency

As a publicly-funded organisation, people rightly expect us to use our resources responsibly and efficiently. The public, local politicians and our staff want to see that we are cutting spending where it is no longer required, and protecting frontline services as much as possible. We believe we have been rising to this challenge and have demonstrated that we are doing everything that might be expected of us in trying to share services with others, collaborating to save time and money, and eliminating spend where it is no longer required.

This Strategy will enable improvements in operational productivity and the Service will work with the NFCC Efficiency and Productivity Group to develop consistent approaches to measuring and reporting these improvements.

Our operational response review was the most significant piece of operational risk analysis work we have undertaken in recent years. The results of the analysis have enabled us to focus our attention over the next four years to improve our service delivery and reduce the risk our communities are facing as articulated within the IRMP.

The financial impact of the final IRMP proposals on the Revenue Budget and Capital Programme is summarised in the table below. From a revenue perspective the proposals deliver a reduction in cost of £0.525m by 2025/26 or a total of £1.125m over the period.

The cost of the Capital Programme reduces by £0.568m over the period. This has the potential to reduce forecast borrowing costs by approximately £0.040m per annum by the end of the period. Additional revenue savings of £0.250m by 2023/24 also result from changes to policy and practice agreed alongside the IRMP proposals. This brings the total revenue saving to £0.775m pa by 2025/26 or £2.050m over the six year period

	2020/2 1	2021/2 2	2022/2 3	2023/2 4	2024/2 5	2025/2 6	Total
Revenue Impact							
IRMP Proposals	25	44	-74	-171	-424	-525	-1,125
Changes to policies & practices	0	-50	-125	-250	-250	-250	-925
Total Revenue Impact	25	-6	-199	-421	-674	-775	-2,050
Capital Impact	71	-74	-600	35	0	0	-568

## **Efficiency through Collaboration**

### **Shared control function**

Our move to share a joint control room Surrey and West Sussex Fire and Rescue Services using the same tri-service mobilising system will lead to many efficiencies in how we handle emergency calls and mobilise crews to incidents. This includes the ability to mobilise across three county borders, with the ability to automatically call on the nearest fire engine, without the need to request its use if that fire appliance belongs to one of the other two Services.

### **Ambulance stand-by points**

We have plans to modify up to 10 of our fire stations to allow ambulance staff to share space. We are working towards a Memorandum of Understanding with SECamb which sets out the proposed co-location of ambulance service resources at the sites, including office space for ambulance staff, welfare facilities and ambulance parking bays.

### **Increasing collaboration**

Over the period of this Strategy a four fire service collaboration board called 4F has been established with West Sussex, Surrey and Kent Fire and Rescue Services. This collaboration will continue to explore meaningful opportunities for working more closely with our emergency services partners.

## **Environmental & Sustainability**

We have a significant role to play in protecting the environment such as reducing the volume of carbon emissions created by emergency situations, by reducing the risk of fire and other emergencies through our approach to fighting fires and fire prevention. We recognise that the benefits in doing this can also have wider ranging positive effects such as improving the health and wellbeing of people living and working in East Sussex and the City of Brighton & Hove. The Response and Resilience Strategy will aid the Service in meeting its obligations in relation to working towards a reduction in carbon that is found in the environment,

- How we can minimise our impacts on the environment, including those caused by emission of greenhouse gases.
- To better protect the natural environment in the way we fight fires and other incidents
- To reduce the environmental, social and economic impacts of fires by continually reducing the number of fires – every fire we attend has a very real cost to people, places and planet, so prevention wherever possible is our aim

## Collaboration

(Please see Efficiencies section for details on Collaborations)

Fire and rescue authorities must collaborate with other fire and rescue authorities to deliver interoperability (between fire and rescue authorities) and interoperability (with other responders such as other emergency services, wider Category 1 and 2 responders and Local Resilience Forums) in line with the Joint Emergency Services Interoperability Principles (JESIP).

Collaborating with others to ensure resources are providing best value and minimising risk to the communities that ESFRS serves must be a key priority. Working with others in collaboration does present challenges and will always be in the public's interest.

ESFRS is part of the South East region of fire services which includes: Kent Fire & Rescue Service, Surrey Fire & Rescue Service & West Sussex Fire & Rescue Service which together have a 4F Board specifically to drive collaboration.

As part of this collaboration the 4F Board approved a 4F Operational Alignment Group providing structured operational engagement with principal stakeholders from West Sussex Fire and Rescue Service (WSFRS), East Sussex Fire and Rescue Service (ESFRS), Surrey Fire and Rescue Service (SFRS) (participants in the Joint Fire Control project (JFC)) and Kent Fire and Rescue Service (KFRS) to enable and drive a programme of work in respect to operational alignment across the 4F within a collaborative and partnership ethos.

The purpose of delivering this programme will be to enable the four Fire and Rescue Services (FRSs) to increase the efficiency and effectiveness of their service provision for the benefit of their communities.

In doing so, the FRAs will also be able to demonstrate that they have met the requirements of the Policing and Crime Act and the expectations of Government contained within the Fire and Rescue National Framework for England (Amended May 2018).

## **Measuring success, performance measurement, quality assurance and review**

Success will be measured through a number of already established organisational audit approaches. This will be led by both the Assistant Director of Operational Support & Resilience and the Assistant Director of Safer Communities on an annual basis.

Audit areas will include:

- Areas of improvement in relation to firefighting, rescues and hazardous materials identified through the Operational Assurance process and incident command reviews.
- Fatal Fire and Serious Incident Reviews
- Fire Investigations.
- Health and Safety including thematic sampling.
- Training planning, delivery and recording.
- Risk information gathering and environmental responsibilities.
- Station security, business continuity and resilience.
- End of month returns.
- Relevant areas from HMICFRS inspections

We will also monitor progress of the strategy in the following ways:

### **Key Performance Measures (KPMs)**

We will utilise appropriate Key Performance Measures that monitor the success and progress of the annual directorate business plan that contains the strategic objectives that translates this strategy into actions that ensure continual improvement. Each of the strategic objectives will also be linked to the four Service Commitments.

### **Reporting Progress**

Scrutiny of progress against the strategy will be undertaken by the Strategy Board who will receive regular exception reports from the Assistant Director – Operational Support and Resilience, the strategic lead for this area-

### **Measuring Perceptions/ Sense Checking**

We will regularly ask for feedback aligned to our Employee Engagement Framework from our operational staff to inform us of our progress with the Response & Resilience strategy. Their opinions and suggestions will be used to measure and influence improvement.

### **Keeping it current**

We will provide a progress report and update the plan annually to keep it fresh and line with emerging national issues.

## Themes

To ensure ESFRS deal with the risks in a safe, measured and effective way ensuring that we minimise the impact to our citizens and on our communities 7 strategic themes have been identified all of which have the Safe Person concept running through them.

### Theme 1: Integrated Risk Management Plan key deliverables

The actions in this strategy will ensure that the service has sufficient and proportionate emergency response arrangements to always respond to and effectively manage a wide range of risks and threats, delivered through a range of local, regional and national delivery models.

The operational response review was the most significant piece of operational risk analysis work undertaken in recent years and was the backbone of the Integrated Risk Management Plan (IRMP). We began by identifying the many and varied risks across our service area - past, present and future. This enabled us to consider how best to deploy our resources in terms of firefighters, appliances and equipment to provide the most effective response to emergencies across East Sussex and Brighton and Hove. This has allowed us to plan how we will deliver a fire & rescue service that reduces or mitigates those risks in the most effective way.

We have a number of areas where we want to focus our attention over the next five years in order to improve our service delivery and reduce the risk our communities are facing.

#### **The main areas of work for the next five years are:**

- Introduction of an Operational Resilience Plan as a Policy document repealing Core Stations Policy and amending Combined Crewing Policy
- Introduction of a Flexible Resourcing Pool (FRP)
- Enhancements to On-call – Introduction of Combined Salary Contracts
- Enhancements to On-call – Introduction of Flexible on-call contracts to support operations, prevention, protection and specialist capabilities
- Introduce a Flexible Mobilisation Policy
- Introduce a Logistics management function within taking into consideration the management of the FRP, Officers rota, duty systems overview and necessary support to ES Fire Control
- Introduce a one-Watch duty system at Battle Fire Station to work over 5 days with an establishment of 7
- Introduce a one-Watch duty system at six Stations including the reclassified fire station at The Ridge to work over 7 days with an establishment of 9
- Replacement and re-categorisation of seven PAPA4 appliances with specialist vehicles and operational spares.
- Introduction of a PAPA2 at Bohemia Road in cognisance of interdependent

- workstreams/packages
- Reclassification of The Ridge Fire Station from 24/7 Shift to DCDS 7-day in in cognisance of interdependent workstreams/packages.

## **Theme 2: Operational Preparedness**

As part of the Response & Resilience Strategy the Service will maintain personnel with appropriate skill sets and resources to allow an effective response to a range of incident types as informed by the Integrated Risk Management Plan.

There is also a range of potential incidents that due to their location or complexity, require additional equipment for their resolution. These include fires where there is poor road access, accidents involving heavy goods vehicles or trains, or fires away from the water network. These incidents require the provision of specialist vehicles such as off-road vehicles, water carriers, aerial ladder platforms and high-volume pumps. While these incidents require additional equipment, the training for the use of this equipment can be achieved -with careful planning and location of vehicles - within the training time available for firefighters. As such we ensure we can meet this full range of standard incidents through the provision of a specialist vehicle fleet crewed, when required, by personnel who also crew fire engines.

Through the People Strategy the Service will maintain personnel with appropriate skill sets and resources to allow an effective response to a range of incident types as informed by the Integrated Risk Management Plan.

This includes operational training, whether it be basic training or maintenance of competence against the types of incidents we attend and the equipment we use, incident command training, emergency fire appliance driving, specialist fire appliance provision, water rescue and rescue from height capability as well as supporting national emergency response. The latest IRMP identifies further evolution of our delivery models to meet the identified community. Through the People Strategy we will also ensure staff learn new skills to ensure the delivery of new innovative initiatives devised as a consequence of the annual assessment of risk. Workforce planning will be a key element of operational readiness ensuring that there are sufficient personnel of the right skills to maintain emergency response and that succession planning and training are early considerations.

Focusing on key FRS risks the Operational Planning & Policy department will work closely with other teams and departments to ensure that responders have the correct appliances, equipment, PPE, information, instruction and training to deal with the wide range of foreseeable incidents.

This will be achieved by ensuring that we are aligned to other key service strategies and the supporting departments where cross over exists, for example this strategy sits hand in glove with the People strategy in terms of workforce planning, ensuring our staff have the right skills and maintain competence through a framework of training; the Fleet &

Equipment strategy in terms of how the development and advancement of new technology can enhance performance and safety at an incident, the Health, Safety & Wellbeing Strategy ensures we follow the safe person concept whilst the Prevention & Protection Strategy outlines a new holistic risk reduction methodology ensuring we reduce risks both in our communities and to our operational workforce.

The current provision of personnel trained to provide resilience cover in times of a significant loss of personnel, will be continued to ensure that the service can maintain its statutory duty to respond to emergencies. To provide assurance that current business disruption plans are valid and appropriate the service will ensure that each plan is reviewed annually and live tested at intervals of not more than 2 years.

In accordance with our IRMP 2020 – 2025, ESFRS is developing an operational resilience plan to ensure the most effective and efficient–emergency response cover can be maintained during high periods of operational activity or business disruption events. This plan ensures 18 appliances are available at the start of the day, with an additional 6 to be drawn upon through flexible mobilisation as required.

Joint Fire Control (JFC) will apply the operational resilience plan and wherever necessary make use of mutual aid or national resilience arrangements. The Operational Planning & Policy team will look to optimise appliance availability using flexible crewing groups, combining station personnel to form whole crews, positioning these appliances at strategic locations to enhance cover. They will also consider officer cover within this.

This team will also monitor and flag the performance of the Joint Fire Control against the agreed performance measures and key performance indicators within the Section 16 agreement.

Work is ongoing to align further operational procedures as a tri service, and one of these is around the Grenfell Tower report that identifies improvements that could be made across the Sector and the need for a Fire Survival Guidance policy which is being aligned and exercised in the tri service Joint Fire Control.

East Sussex FRS continue to work in partnership with local Water Authorities to ensure water is available for use as firefighting media when required. We ensure we deliver the requirements of part 5 of the Fire and Rescue Services Act 2004, by ensuring we have entered into an agreement with local Water Authorities to ensure the availability and potential charging of water supplies in an emergency. We have also entered into an agreement to ensure all relevant hydrants are clearly marked and maintained.

To facilitate this, we have a team of hydrant technicians overseen and supported by the Operational Planning & Policy department. We utilise these members of staff to regularly test the hydrants and report any maintenance or repair requirements to the Water Authority to resolve at our cost. We also respond to Local Authorities Planning Applications to ensure the applicants fully understand what is required by the Fire

Authority with regards to the provision of water supplies and what will be required during the Building Control consultation process with regards to access requirements for firefighting.

**The main areas of work for the next five years to optimise our response preparedness are:**

- Ensuring we identify the requirement for and maintain specialist capabilities and roles linked to the Service areas foreseeable risks e.g. ship alongside, water, wildfire and animal rescue, working at height, environmental protection.
- Support JFC delivery model through resource management team, effective governance and performance management framework.
- Oversee and coordinate transition from airwave to ESN ensuring operation requirements are achieved and effective coverage is secured locally. Work with blue light partners to ensure efficient and reflective transition.
- Undertake an annual assessment of risk to continue to ensure that we have the correct appliances, equipment, PPE, information, instruction and training to deal with a wide range of foreseeable incidents within our communities
- Fully embed the revised Site Specific Risk Information process for operational crews;
- Develop and embed a clear risk based Exercise Programme for operational crews that clearly aligns to the risks.
- We will explore and research emerging firefighting technology.

## Theme 3: Operational Response

When an emergency occurs, to successfully resolve it, there is a need for information to be passed via the 999 system, to a control room. Which can then mobilise and maintain communications with allocated resources and other agencies. Our arrangements to achieve this consist of contracting Surrey Fire and Rescue Service to deliver the majority of the required aspects of this duty through a Joint Fire Control (JFC). This will be actioned via a Section 16 agreement, from the Fire and Rescue Services Act 2004, which relates to the 'arrangements for the discharge of functions.'

The Joint Fire control also continually monitors the position of available resources and relocate those resources when required to ensure that our personnel services and equipment are always in the most efficient location for responding to potential emergencies.

Incidents that require personnel, services and equipment greater than those available on two fire engine creates complexities that require a higher level of command competence for their successful resolution. The resolution of the most complex emergency incidents also requires multi-agency groups of tactical and strategic managers meeting away from the incident to identify and address the wider impact.

ESFRS will ensure that we have the appropriate level of command available for all incidents by providing equipment and training to our middle and senior managers. This is to enable them to respond directly to incidents to take on command or to attend off site meetings to take on the off-site responsibilities. For planning purposes we will ensure we always have enough on duty commanders to effectively resolve an incident. To support our commanders at these incidents we will ensure there are 2 incident command vehicles that can be mobilised to larger incidents.

When attending any of these incidents and bringing them to a successful conclusion will ensure that we meet our requirements towards the health safety and wellbeing of our team members by having well developed policies and procedures drawn from national operational guidance; a competent work force trained in the application of these policies and procedures; robust dynamic and analytical risk assessment processes; and by ensuring that risk is always considered with respect to potential benefits. 'At every incident the greater the potential benefit of fire and rescue actions, the greater the risk that is accepted by commanders and firefighters. Activities that present a high risk to safety are limited to those that have the potential to save life or to prevent rapid and significant escalation of the incident.'<sup>1</sup>

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<sup>1</sup> the firefighter safety maxim. <https://www.ukfrs.com/promos/17037>

To assist our commanders in their decision-making we will ensure there is a range of specialist advice available - either through the mobilisation of a specifically trained specialist or through telephone advice.

The incidents that create the greatest challenges for maintaining the safety of our own teams are those where there is a fire within a building. To ensure we can deal with these incidents as safely as possible, we will provide equipment and training to support an overall firefighting approach. Identifying the location of the fire, attacking the fire from a position of safety, managing the ventilation profile of the fire before entering, extinguishing the fire and decontamination of firefighters.

While these arrangements will ensure that we will meet all normal requirements we recognise that there is always a potential for novel or unfamiliar emergency incidents. Our organisational culture will support our commanders to be able to produce creative and innovative decisions in these situations - that are focused on the saving of life the prevention of significant escalation or the reduction of harm - through the use of operational discretion.<sup>2</sup>

### **Post Operational Response**

Once the initial operational response phase of an incident has been dealt with, operational crews will turn their attentions to a number of activities that ensures the successful conclusion of an incident as well as providing additional assurance and support to the community affected. This includes consideration of any form of investigation that may need to be undertaken.

Whenever we can, after a fire has been extinguished, our crews will deliver safety messages to the neighbouring homes in an effort to help prevent a similar occurrence. In this way we hope to raise awareness to the dangers from fire and also gives a start on how best to reduce the likelihood of a fire in the home.

Experiencing something as unexpected as a fire, a collision, or any other form of rescue can be difficult - particularly in instances where suffering or loss of life have been witnessed. That's why it's important to us to offer the appropriate psychological support through our Occupational Health provider and a Trauma Risk Management programme to our members of staff. Looking after the community post incident is just as important as the service's Prevention, Protection and Response duties therefore we will further explore how we can be better aware of mental health risks to members of the public affected by an incident and sign post them to help/support.

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<sup>2</sup> <https://www.ukfrs.com/foundation-knowledge/incident-command-knowledge-skills-and-competence?bundle=section&id=17001&parent=16995>

## **The main areas of work against this theme for the next five years are:**

- To embed the Joint Fire Control operating model and develop, deliver and embed the operational benefits.
- That we will have a suite of policies and procedures drawn from National Operational Guidance and other outcome reports / investigations such as Grenfell Towers and Manchester Arena Bombing.
- Continuing to develop our Tactical Advisor cadre to ensure we can provide robust and specialist advice to our Incident Commanders;
- To explore how we can be better aware of mental health risks of members of the public affected by an incident and provide signposting to support / help.
- Ensure the appropriate systems deliver an automated solution for collecting, interrogating and providing accurate risk information to staff across the service and that exchange of information between departments is effective and complies with GDPR.
- Embed post incident considerations into the available technology.

## **Theme 4: Intra-operability & Inter-operability**

Many of the emergencies to which we are called require expertise and assistance from more than just the Fire and Rescue Service. To this end we will ensure that we work closely with colleagues across all agencies, but in particular other 'blue light' services, to make sure we are aware of each other's capability and limitations with the aim of delivering the best possible service in concluding any emergency we may jointly face.

Our ability to work conterminously with other Fire and Rescue Services is critical to frontline emergency response and supports our drive to deliver high performing services, engaging with our communities and having a safe and valued workforce. As such, we continue to strengthen our networks on receipt of call within the Joint Fire Control centre with SFRS and WSFRS and with 4 key areas of frontline service delivery looking at joint breathing apparatus procedures, joint emergency response policies, joint purchase of Incident Command Units and joint Fire Investigation teams/ protocols.

From an interoperability, externally facing perspective, we are working with our Category 1 responder colleagues as defined by the Civil Contingencies Act by taking a lead role in the Sussex Resilience Forum delivery, response and training groups to ensure we remain influential and at the forefront of joint working activities. The OP&P team will head-up the revision of the formal Memorandums of Understanding with our blue-light colleagues in SECamb and Sussex and Surrey Police that help improve community safety, the health agenda and ultimately driving down risk.

To ensure that the service can respond efficiently and effectively to major and significant incidents, there will be a range of tactical exercises and joint training, where possible with other fire and rescue services and key partners, planned throughout the period of this

strategy. Key areas of training will be determined by due consideration of the national risk register, local community risks and both national and local operational learning.

The Sussex Resilience Forum (SRF) is a partnership, made up of all the organisations needed to prepare for and respond to any major emergency within East and West Sussex and Brighton & Hove.

The Forum covers the Sussex Police area and includes the emergency services, local authorities, Environment Agency and health agencies along with voluntary and private agencies. Under the Civil Contingencies Act (2004) every part of the United Kingdom is required to establish a resilience forum.

During emergencies we work together to focus on the needs of the victims, vulnerable people and responders. The partnership has developed a range of capabilities, which we regularly test and exercise, necessary to help us manage most emergencies.

ESFRS has statutory duties as outlined in the Fire and Rescue Services Act 2004 and The Fire and Rescue Services (Emergencies) (England) Order 2007, in relation to National Resilience assets, to ensure they are being satisfactorily discharged.

The National Resilience Assurance Team (NRAT) visit ESFRS to undertake an assurance process to ensure we, as hosts for National Resilience assets (High Volume Pump (HVP) and the Mass Decontamination Unit (MD)), achieve and maintain an effective operational capability to respond to national and major emergencies.

Work for the next five years includes:

- Ensuring that the necessary skills and attributes are being maintained in order to deploy National Resilience assets effectively.
- To identify and confirm that the National Resilience capability equipment is being maintained and that defects are managed in accordance within the terms and conditions of use.
- Continuing to play a leading role in the LRF, working with key partners at all levels to help identify, plan, train against and respond to risks both locally, regionally and nationally.
- Ensuring we have effective multi agency response plans for our high risk sites by working with partners to further embed the JESIP approach to managing incidents.

## Theme 5: Operational Learning & Assurance

We are committed to learning from incidents and exercises with a view to making future improvements based on the learning outcomes identified. The Operational Planning & Policy team will, so far as it reasonably practicable, align policies and procedures to national programmes e.g. National Operational Guidance Programme (NOGP) and Joint Emergency Services Interoperability Principles (JESIP). The benefits of these are recognised and will continue to provide feedback, where appropriate, that will influence national procedures through the use of the National Operational Learning (NOL) and the Joint Organisational Learning (JOL) portals as a vehicle to facilitate this.

The Service has a defined and managed Operational Assurance (OA) process. Within this process monitoring the outcomes from Fire Investigations (FI), outcomes identified within the National Operational Learning or Joint Operational Learning databases, as well as recommendations from external enquiries including Coroner reports all takes place. Our current incident monitoring process is under review which forms a key aspect of our improvement journey, taking into consideration both NOGP advocated processes and the NFCC Standard for Operational Learning.

Proactive monitoring during emergency incidents is a planned area of development for ESFRS that will enable us to provide much needed evidence that helps to triangulate our annual statement of assurance.

The Incident debriefing process has a distinct identity and both historical and new learning is communicated through various platforms including 'Assurance in Action' and 'core brief' publications, which are vital in embedding the learning process. All new Level 2 Response Officers and above shall be trained to carry out debriefs to add resilience and authenticity to the process. The Operational Planning & Policy team will lead on any multi agency debriefs delivered via the Local Resilience Forum, with any multi agency learning progressed via the Joint Operational Learning (JOL) on line platform.

The Operational Assurance process is linked to various ESFRS departments to track and ensure end to end learning.

The Station audit programme is designed to support the continual improvement of our front line delivery services in terms of effectiveness, compliance with service operational and administrative procedures but above all, to ensure that the operational preparedness and safety of crews remains a priority. The purpose of the audits is to ensure that the current levels of knowledge and skills of crews on stations is benchmarked against current policies and procedures and assess the embedding of an changes to ensure that operational preparedness and firefighter safety is maintained to a high level.

The Service undertakes fatal fire reviews to identify and analyse trends and patterns of accidental dwelling fatal fires, including those fires which result in injury. The learning from

these reviews has helped to set the agenda of future community safety and prevention work as set out in the Prevention and Protection Strategy.

In summary, over the next 5 years through this strategy and against this theme we will:

- Further embed the end to end operational assurance process;
- Continually review and refine the annual station audit programme to continue to test operational preparedness and Firefighter safety.
- Deliver the Grenfell Tower 1 plan capitalising on the national learning to the benefit of the public and staff.

## **Theme 6: Professionalism**

The national Fire Standards Board are now releasing the first of a suite of standards which will cover activities carried out by fire and rescue services. The aim of these organisational standards is to drive improvement and enhance professionalism, helping to identify what good practice looks like for the benefit of both fire and rescue service personnel and the communities we serve.

The first Fire Standards released relate to the services' public facing duties. Each identifies the desired outcome for the community, what services must have in place to achieve that outcome and the expected benefits of achieving it.

The Safer Communities Directorate has an embedded Support & Delivery Framework which is the framework through which, it is intended the supportive, processes and systems will be provided.

Work for the next five years will be:

- to ensure the relevant professional standards as released by the NFCC are implemented.

## Appendix A - Four Year Action Plan

### 1. Priorities for year 1

Theme	What we will do	Performance targets/success measures
Theme 1	Introduction of an Operational Resilience Plan as a Policy document repealing Core Stations Policy and amending Combined Crewing Policy	Work towards the ORP with full implementation by April 2024
	Introduction of a Flexible Resourcing Pool (FRP)	Full implementation by December 2022
	Enhancements to On-call – Introduction of Combined Salary Contracts	Commence research ready for full implementation by April 2024
	Enhancements to On-call – Introduction of Flexible on-call contracts	To support operations, prevention, protection and specialist capabilities for full implementation by December 2022
	Introduce a Flexible Mobilisation Policy	Work towards full implementation by Dec 2022
	Replacement and re-categorisation of seven PAPA4 appliances with specialist vehicles and operational spares.	Working towards with full implementation by April 2023
	Introduction of a PAPA2 at Bohemia Road	Working towards April 2025 implementation
Theme 2	Ensuring we identify the requirement for and maintain specialist capabilities and roles linked to the Service areas foreseeable risks e.g. ship alongside, water, wildfire and animal rescue, working at height, environmental protection.	A comprehensive and structured programme of training for operational staff  Maintenance of competence performance measures
	Support JFC delivery model through developing a resource management team, effective governance and performance management framework.	A fully integrated RMT that is the conduit between JFC and ESFRS  Measurement of the agreed SLA's between JFC
	Oversee and coordinate transition from airwave to ESN ensuring operation requirements are achieved and effective coverage is secured locally. Work with blue light partners to ensure efficient and reflective transition.	Working towards successful implementation of the ESN across the Service
	Undertake an annual assessment of risk to continue to ensure that we have the correct appliances, equipment, PPE, information, instruction and training to deal with a wide range of foreseeable incidents. within our communities	An up to date overview of risk within our community and a response plan fit for purpose
	Fully embed the revised Site Specific Risk Information process for operational crews;	A detailed database of risk information that crews can access through the MODAS terminal

Theme 3	To embed the Joint Fire Control operating model and develop, deliver and embed the operational benefits.	A resilient JFC that is fully embedded
	That we will have a suite of policies and procedures drawn from National Operational Guidance and other outcome reports / investigations such as Grenfell Towers and Manchester Arena Bombing.	Up to date policies and procedures that reflect national guidance and other key investigations
	To explore how we can be better aware of mental health risks of members of the public affected by an incident and provide signposting to support / help.	To ensure we provide a holistic service to our community
Theme 4	To identify and confirm that the National Resilience capability equipment is being maintained and that defects are managed in accordance within the terms and conditions of use.	A robust process that ensures that regional and national deployments are done quickly, effectively, efficiently and safely.
	Ensuring we have effective multi agency response plans for our high risk sites by working with partners to further embed the JESIP approach to managing incidents.	To ensure a joint situational awareness and lexicon in our operational responders further enhancing an efficient, effective and safe response to our communities
	To ensure effective working practices and training is established with SECamb when assisting them (such as Assistance to Ambulance calls)	A robust Memorandum of Understanding that provides clinical governance and a training plan ensuring operational crews are able to provide the best possible level of care whilst ensuring the health, safety and wellbeing of themselves
	Further embed the end to end operational assurance process;	That learning is embedded into our operational response to ensure an efficient, effective, and safe response of our operational staff
Theme 5	Deliver the Purple and Red risks identified in the Grenfell Tower 1 Plan capitalising on the national learning to the benefit of the public and staff.	to ensure an efficient, effective, and safe response to our communities
	Continually review and refine the annual station audit programme to continue to test operational preparedness and Firefighter safety.	That learning is embedded into our operational response to ensure an efficient, effective, and safe response of our operational staff
Theme 6	To ensure the relevant professional standards as released by the NFCC are implemented	To ensure compliance against the professional standards

## Year 2 priorities

Theme	What we will do	Performance targets/success measures
Theme 1	Introduction of an Operational Resilience Plan as a Policy document repealing Core Stations Policy and amending Combined Crewing Policy	Work towards the ORP with full implementation by April 2024
	Introduction of a Flexible Resourcing Pool (FRP)	Full implementation by December 2022
	Enhancements to On-call – Introduction of Combined Salary Contracts	Commence research ready for full implementation by April 2024
	Enhancements to On-call – Introduction of Flexible on-call contracts	support operations, prevention, protection and specialist capabilities for full implementation by December 2022
	Introduce a Flexible Mobilisation Policy	Work towards full implementation by Dec 2022
	Replacement and re-categorisation of seven PAPA4 appliances with specialist vehicles and operational spares.	Working towards with full implementation by April 2023
	Introduction of a PAPA2 at Bohemia Road	Working towards April 2025 implementation
	Introduce a one-Watch duty system at Battle Fire Station to work over 5 days with an establishment of 7	Working towards full implementation by April 2024
	Reclassification of The Ridge Fire Station from 24/7 Shift to DCDS 7-day in cognisance of interdependent workstreams/packages	Working towards full implementation by April 2024
Theme 2	Ensuring we continue to identify the requirement for and maintain specialist capabilities and roles linked to the Service areas foreseeable risks e.g. ship alongside, water, wildfire and animal rescue, working at height, environmental protection.	A comprehensive and structured programme of training for operational staff
	Oversee and coordinate transition from airwave to ESN ensuring operation requirements are achieved and effective coverage is secured locally. Work with blue light partners to ensure efficient and reflective transition.	Working towards successful implementation of the ESN across the Service
	Review the Site Specific Risk Information process for operational crews;	Ensure the detailed database of risk information that crews can access through the MODAS terminal is fully implemented and embedded
	Develop and embed a clear risk based Exercise Programme for operational crews that clearly aligns to the risks.	A refined and shared Exercise timetable
Theme 3	To embed the Joint Fire Control operating model and develop, deliver and embed the operational benefits.	A resilient JFC that is fully embedded
	Continually review our policies and procedures drawn from National Operational Guidance and other	Up to date policies and procedures that reflect

	outcome reports / investigations such as Grenfell Towers and Manchester Arena Bombing.	national guidance and other key investigations
	We will review our Tactical Advisor cadre to ensure we can provide robust and specialist advice to our Incident Commanders with a report to Ops Committee with the proposals	To ensure our incident Commanders have the right information and right support at the incident ground
	Deliver a signposting service to members of the public affected by an incident that provides signposting to support / help.	To ensure we provide a holistic service to our community
	To develop an Outline Business Case for an in-cab solution for post incident considerations	To use the available technology to ensure an efficient service is maintained
Theme 4	Ensuring that the necessary skills and attributes are being maintained in order to deploy National Resilience assets effectively.	Our staff are highly trained and maintained competent to ensure the effective, efficient and safe deployment of national resilience assets.
	<ul style="list-style-type: none"> <li>• To identify and confirm that the National Resilience capability equipment is being maintained and that defects are managed in accordance within the terms and conditions of use.</li> </ul>	A robust process that ensures that regional and national deployments are done quickly, effectively, efficiently and safely.
	Ensuring we have effective multi agency response plans for our high risk sites by working with partners to further embed the JESIP approach to managing incidents.	To ensure a joint situational awareness and lexicon in our operational responders further enhancing an efficient, effective and safe response to our communities
Theme 5	Further embed the end to end operational assurance process;	That learning is embedded into our operational response to ensure an efficient, effective, and safe response of our operational staff
	Deliver the outstanding Red risks and amber risks identified in the Grenfell Tower 1 Plan capitalising on the national learning to the benefit of the public and staff.	to ensure an efficient, effective, and safe response to our communities
Theme 6	To ensure the relevant professional standards as released by the NFCC are implemented	To ensure compliance against the professional standards

### Year 3 Priorities

Theme	What we will do	Performance targets/success measures
Theme 1	Introduction of an Operational Resilience Plan as a Policy document repealing Core Stations Policy and amending Combined Crewing Policy	Work towards the ORP with full implementation by April 2024
	Enhancements to On-call – Introduction of Combined Salary Contracts	Commence research ready for full implementation by April 2024
	Introduction of a PAPA2 at Bohemia Road	Working towards April 2025 implementation
	Introduce a one-Watch duty system at Battle Fire Station to work over 5 days with an establishment of 7	Working towards full implementation by April 2024
	Reclassification of The Ridge Fire Station from 24/7 Shift to DCDS 7-day in in cognisance of interdependent workstreams/packages	Working towards full implementation by April 2024
Theme 2	Review the work we have done to ensure we continue to identify the requirement for and maintain specialist capabilities and roles linked to the Service areas foreseeable risks e.g. ship alongside, water, wildfire and animal rescue, working at height, environmental protection.	A comprehensive and structured programme of training for operational staff that has been reviewed
	Oversee and coordinate transition from airwave to ESN ensuring operation requirements are achieved and effective coverage is secured locally. Work with blue light partners to ensure efficient and reflective transition.	Working towards successful implementation of the ESN across the Service
Theme 3	Continually review our policies and procedures drawn from National Operational Guidance and other outcome reports / investigations such as Grenfell Towers and Manchester Arena Bombing.	Up to date policies and procedures that reflect national guidance and other key investigations
	Implement the findings of the Tactical Advisor cadre to ensure we can provide robust and specialist advice to our Incident Commanders; (yr 1,2 & 3)	To ensure our incident Commanders have the right information and right support at the incident ground
	Review the signposting service to members of the public affected by an incident that provides signposting to support / help.	To ensure we provide a holistic service to our community
	Design and implement an in-cab solution for post incident considerations	To use the available technology to ensure an efficient service is maintained
Theme 4	A programme of JESIP training and exercising events against risks within our communities to be developed and implemented	A joint approach to training and developing to ensure JESIP principles continue to be embedded
Theme 5	Review the changes made and refine the end to end operational assurance process;	That learning is embedded into our operational response to ensure an efficient,

		effective, and safe response of our operational staff
Theme 6	To ensure the relevant professional standards as released by the NFCC are implemented	To ensure compliance against the professional standards

## Year 4 priorities

Theme	What we will do	Performance targets/success measures
Theme 1	Introduction of a PAPA2 at Bohemia Road	Working towards April 2025 implementation
Theme 2	Oversee and coordinate transition from airwave to ESN ensuring operation requirements are achieved and effective coverage is secured locally. Work with blue light partners to ensure efficient and reflective transition.	Successful implementation of the ESN across the Service
Theme 3	Continually review our policies and procedures drawn from National Operational Guidance and other outcome reports / investigations such as Grenfell Towers and Manchester Arena Bombing.	Up to date policies and procedures that reflect national guidance and other key investigations
	We will explore and research emerging firefighting technology with a report to Ops Committee and SLT with recommendations;	To ensure the Service uses available firefighting technology to drive down the risks to our Communities and our workforce
	To use the available technology to ensure an efficient service is maintained	To use the available technology to ensure an efficient service is maintained
Theme 4	Review the programme of JESIP training and exercising events against risks within our communities	A joint approach to training and developing to ensure JESIP principles continue to be embedded
Theme 6	To ensure the relevant professional standards as released by the NFCC are implemented	To ensure compliance against the professional standards
	To develop a revised Response & Resilience Strategy for 2026 - 2030	A strategy that aligns to the IRMP and identifies the continual improvement journey for the next 4 year period.

### Sustainability and Environmental Checklist for strategies – additional guidance

All strategies require you to consider the environmental and sustainability section included in the strategy template.

There is a standard evaluation method for completing this. Please complete the questions below, considering carefully how the recommendations contained in your strategy may affect each of the criteria covered. This will help you develop these areas of your strategy document.

<b>Aspect</b>	<b>Posi tive</b>	<b>Neg ative</b>	<b>N/A</b>
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<b>1. Community Participation</b>			
<i>a) encourage local action and decision making</i>			
<i>b) improve the sense of community</i>			
<i>c) take account of and/or empower underrepresented groups</i>			
<b>2. Economy and Work</b>			
<i>a) assist low income/disadvantaged groups</i>			
<i>b) increase employment/vocational training opportunities</i>			
<i>c) provide opportunities for local businesses</i>			
<b>3. Health</b>			
<i>a) reduce factors that contribute to ill health (diet, poverty, lifestyle, etc.)</i>			
<i>b) improve health facilities</i>			
<i>c) provide healthy and safe working environments for staff</i>			
<b>4. Equality and Opportunity</b>			
<i>a) increase facilities for the young, elderly, or special needs groups</i>			
<i>b) increase life-long learning opportunities</i>			
<i>c) promote citizenship – e.g. racial or religious understanding</i>			
<b>5. Transport</b>			
<i>a) promote or improve access to public transport</i>			
<i>b) encourage walking or cycling</i>			

<i>c) discourage unnecessary use of motor vehicles, thus reducing emission levels</i>			
<i>d) improve the transport network</i>			
<b>6. Pollution</b>			
<i>a) reduce pollution of air, water and/or land</i>			
<b>7. Energy</b>			
<i>a) reduce energy use and/or improve energy efficiency</i>			
<i>b) generate energy from renewable sources</i>			
<b>8. Environment</b>			
<i>a) create quality greenspace for community use</i>			
<i>b) benefit biodiversity</i>			
<i>c) conserve and enhance the built heritage</i>			
<i>d) protect character of landscape and/or townscape</i>			
<i>e) encourages sustainable production (e.g.- in case of procurement)</i>			
<i>f) use sustainable design and construction techniques</i>			
<b>9. Waste and Resources</b>			
<i>a) reduce amount of waste produced or reuse existing products</i>			
<i>b) encourage recycling or the use of recycled products</i>			
<b>10. Asset Management</b>			
<i>a) ensures best value in the use of the Fire Authority's built assets</i>			
<i>b) takes account of and seeks to minimise whole life cycle cost of the Fire Authority's built assets.</i>			
<b>11. Human Resources</b>			
<i>a) ensures efficiency in the use of human resources</i>			

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## EAST SUSSEX FIRE AND RESCUE SERVICE

**Meeting** Fire Authority

**Date** September 2021

**Title of Report** Prevention & Protection Strategy (2021-2026)

**By** Mark Matthews, Assistant Chief Fire Officer

**Lead Officer** Julie King, Assistant Director Safer Communities

**Background Papers** HMICFRS Inspection Report for ESFRS  
HMICFRS State of Fire Report  
IRMP 2020 – 2025

**Appendices** Appendix 1 – Draft Prevention & Protection Strategy 2021-2026

### Implications

<b>CORPORATE RISK</b>		<b>LEGAL</b>	
<b>ENVIRONMENTAL</b>		<b>POLICY</b>	
<b>FINANCIAL</b>		<b>POLITICAL</b>	
<b>HEALTH &amp; SAFETY</b>		<b>OTHER (please specify)</b>	
<b>HUMAN RESOURCES</b>		<b>CORE BRIEF</b>	

**PURPOSE OF REPORT** This report seeks approval from the Fire Authority for the ESFRS Prevention & Protection Strategy 2021-2026.

**EXECUTIVE SUMMARY** The draft Prevention & Protection Strategy (appendix 1) has been developed both collaboratively and in support of and aligned to the Integrated Risk Management Plan and the Corporate Plan. The draft strategy has been reviewed by the Assistant Directors and other officers from across the Service.

The deliverables within the draft strategy take into consideration the findings of the HMICFRS 2019 Inspection and the HMICFRS State of the Fire and Rescue Service Reports published in both January 2020 and March 2021 and the Grenfell Tower action plan.

In order to deliver and implement all of the component parts of this strategy it has been indicatively costed at £357,000 and is annotated within the five year plans contained within Appendix A of the strategy

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**RECOMMENDATION**

That the Fire Authority:

- i) approve the Prevention & Protection Strategy 2021-2025;
  - ii) acknowledge the additional cost of £357,755 if the full strategy is implemented in the absence of any further funding from central government for Protection;
  - iii) note that additional funding bids to support the delivery of this Strategy will be considered as part of the 2022/23 Budget Setting process and included in the budget papers presented to the Fire Authority in February 2022; and
  - iv) note that regular reports on the delivery of the Prevention & Protection Strategy will be presented to SLT.
- 

**1. INTRODUCTION**

- 1.1 ESFRS wants to ensure it provides the highest quality service to the Communities we serve across the spectrum from community based services to highly specialised rescue services.
- 1.2 The HMICFRS Inspection report identified improvements that could be made such as how the Service prevents fire & other risks, how it protects the public through fire regulation and how it allocates resources to risk.
- 1.3 The draft Prevention & Protection Strategy 2021-2026 is shaped by a response to these broad issues and seeks to embed a new holistic approach to risk reduction. It has also considered the external change drivers articulated in the Strategy and our own internal change drivers such as the Integrated Risk Management Plan 2020-2025.
- 1.4 Every Fire & Rescue Service are expecting a level of funding to assist with improvements in Protection but this has not yet been confirmed.
- 1.5 It is an ambitious strategy and focusses on the integration of prevention, protection and response activities and ensures the Service has a competent and sustainable Prevention and Protection function and workforce.

**2. FINANCE**

- 2.1 In relation to the delivery of the five year action plan for Prevention, this will be delivered from the base budget with no new money requested. As part of the alternative delivery models for Prevention and the admin review there may be some efficiency savings made. With regard to Protection, there are some areas

highlighted for some additional funding requirements if the Service is to deliver all that is set out in the strategy.

2.2 This strategy has also incorporated the one off government grants that have been allocated to the Service and the additional costings are to secure the continuing costs for 6 x trainees once the government grant has been exhausted. It is also assumed within the strategy that there is no further government funding, which is unknown at this time.

2.3 Appendix A of the strategy outlines the indicative costings as part of the five year plan and in order to achieve the deliverables within the strategy an additional commitment of £357,000 has been identified.

### **3. ENGAGEMENT**

3.1 The strategy has been shared with Assistant Directors, other staff from across the Organisation and senior officers to enable them to feed into the strategy and to provide feedback during its development. This feedback has been incorporated within the draft strategy.

3.3 Additional conversations have taken place with the Assistant Director of Operational Support & Resilience to ensure synergy between the Response & Resilience Strategy and the Prevention & Protection Strategy.

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# Prevention & Protection Strategy

2021-2026



**East Sussex**  
Fire & Rescue Service



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# Strategy Foreword

## Roy Galley Chairman

I am delighted to present the Prevention and Protection Strategy 2021 - 2026. This strategy underpins the Integrated Risk Management Plan that was approved by the Fire Authority in September 2020 and seeks to address the improvements required as identified with our Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services inspection outcome report following our inspection in 2019. This strategy builds on that assessment and ensures that our Prevention and Protection activities strive to identify the highest risk people and premises and provide an appropriate response to reduce the risk to our employees and the community.

This strategy closely aligns with our Response and Resilience and People Strategies in showing how we will work closely with our colleagues across the organisation to deliver the purpose and commitments of the Fire Authority. The actions and changes set out in this strategy will be managed and delivered by the Service Delivery Directorate.



## Dawn Whittaker Chief Fire Officer

The effectiveness of the work we do as an emergency service is totally dependent on having a balanced strategy for Prevention and Protection work and of course Response.

Our organisation operates in a complex environment of changing demand where the public justifiably expects delivery of professional and value for money emergency services. Increased collaboration between local services is one of the ways we can achieve the continuous improvement we strive for and in addition, common sense opportunities to work closer together will be fully explored and implemented when it is in the best of interests of our residents to do so.

We are proud of the service that our staff and volunteers provide to the public and use our resources to meet the needs of the communities we serve. This is challenging given the significant reductions in public sector funding and we regularly review and update our savings plans as the financial situation around us changes.

This strategy sets out how we will provide our prevention and protection priorities over the next five years.



## Strategic Context

This strategy outlines the departmental actions required to implement and fulfil the commitments made in the Service's Integrated Risk Management Plan (IRMP) specifically for Prevention and Protection and also the department's contribution to the wider organisational commitments. The detail on how this strategy will be implemented can be found within the Safer Communities Corporate Business Plan and in more detail within the relevant thematic action plan.

There have been a number of key inquiries, external reviews and legislative changes that continue to impact the Fire & Rescue Service. These include:

- Fire & Rescue Services Act 2004
- Fire and Rescue National Framework
- The Regulatory Reform (Fire Safety) Order 2005
- Fire Safety Act 2021
- Building Safety Bill
- Review of the Building Regulation
- The Police & Crime Act 2017 (Duty to Collaborate)
- HMICFRS Inspection Report for ESFRS
- HMICFRS State of Fire and Rescue Report
- The NFCC Fire Safety Competency Framework
- The NFCC Person Centred Framework (HSV)
- The NFCC Prevention Programme
- The NFCC Equality of Access
- The Care Act 2014
- The Children's Act 1989 & 2004
- The Government Fire Reform Programme
- The Thomas Review
- Grenfell Tower Inquiry
- Apprenticeship Levy

East Sussex Fire & Rescue Service (ESFRS), along with all other public sector organisations, faces an unprecedented period of change with a drive to deliver enhanced and ever expanding services to the public at a significantly lower cost.

The need to deliver effective Prevention and Protection Services is central to our thinking. However, this is complicated by an ever-growing difficulty in recruiting and retaining qualified and competent staff in an environment that is highly competitive and greatly influenced by the private sector.

This strategy provides an overview on how we plan to meet these challenges and risks and how we will prioritise our work within the Prevention and Protection arena.

East Sussex Fire Authority is responsible for providing prevention, protection and response services to the communities of East Sussex and City of Brighton & Hove. In September 2020 the Fire Authority approved an IRMP for the Service. An IRMP is a key planning document and describes how we will keep our residents, and those that work or travel through our area, safe over the coming years. It describes the main risks to our communities and how we are proposing to use our available resources efficiently to reduce those risks.

Our Prevention and Protection Strategy underpins the IRMP and articulates what focus we will have in these areas in order to fully implement the IRMP over the next five years.

With continuing uncertainty in relation to future funding the Fire Authority will need to continue to adopt a strategic approach to delivering efficiencies across all areas of the Service. The Service's current Medium Term Finance Plan identifies the need to make new savings of up to £2.5m by 2025/26.

It is worth noting that the Government recognises the significant demands being placed on Protection services as a result of the Grenfell Tower Inquiry outcomes and legislative reviews. As such the Service has been allocated additional one off funding to help make the improvements needed. Without long term funding certainty it is difficult for the Service to commit to ongoing investment in its Protection service. The Service, along with the NFCC and the LGA, will be lobbying Government to provide the long term funding necessary to meet the additional statutory responsibilities resulting from new legislation post Grenfell Tower.

Over recent years influential national reports such as State of Fire report have increased scrutiny on fire and rescue services, with the change of governmental departments, the move under the Home Office and the subsequent Fire Reform Programme the service recognises that continuous improvement is essential. This Prevention and Protection Strategy has been created to help balance the impact of and respond effectively to these external drivers while still ensuring the service can meet the demands identified through its community risk management process.

## Legislation

The Fire and Rescue Services Act (2004) places a statutory duty on East Sussex Fire Authority to promote fire safety in its area. Fire and Rescue Authorities are encouraged to develop, in collaboration with partners as appropriate, a wide range of local community safety initiatives to reduce risk to people living, working and visiting local areas and improve community safety outcomes in the long term. In particular the Service will profile the individual, premises and community risk through its own and partner's systems on an ongoing basis to identify and reach those people and premises most vulnerable from/to fire as well as other causes of injury or death and to assess the effectiveness of our wider community safety activities. The fulfilment of our Civil Contingency responsibilities, as defined in Statute, is also supported through this strand of the Prevention and Protection Strategy. The Fire and Rescue Services Act (2004) also covers the FRS powers to investigate the cause and reason for spread of fire the management of which falls under this department.

ESFRS is the enforcing authority for the Regulatory Reform (Fire Safety) Order 2005. This is the principal legislation for the responsible person of a premises to comply with to ensure they have provided suitable fire safety measures to keep people on the premises safe from fire. ESFRS believes in firm but fair enforcement of fire safety law, prioritising its inspection and enforcement action based on risk and to use statutory powers to take formal enforcement action only where it is justified on the basis of risk or significant or repeated non-compliance with the law.

Additionally Primary Authority Partnerships are operated under the Regulatory Enforcement and Sanctions Act 2008 and ESFRS are statutory consultees under the Building Regulations.

## HMICFRS Inspection

Fire and Rescue services are assessed annually under Section 28B of the Fire and Rescue Services Act 2004 via HMICFRS inspections and reported to the Secretary of State, results are captured globally in the national State of Fire and Rescue –The Annual Assessment of Fire and Rescue Services in England and locally as specific organisation reports.

The inspection concentrates on efficiency, effectiveness and people, and supports the driving of improvements in these three main areas both in individual fire and rescue services and the sector nationally. The implementation of both the Prevention & Protection Strategy and the Response & Resilience Strategy will assist the Service in successfully achieving the needs of the community it serves and its purpose to make communities safer as well as discharging the areas for improvement identified by our own HMICFRS inspection.

To implement these priorities, we will need to make full use of all of our resources both within the Protection and Prevention departments as well as on our community Fire Stations.



## Purpose of the Strategy

This strategy, like the other six core strategies drives our business and our approach. All of our strategies are a vital part of our planning framework and each supports our IRMP and the resulting action plans link to the Corporate Plan. In addition to setting out how we will deliver our aims, they also feed into our planning cycle to inform our future priorities. We expect that we will continue to face a very challenging financial climate going forward which will be impacted by the significant pressure on public spending due to the COVID-19 pandemic. The next five years are therefore likely to require further innovation and changes to the way we operate and deliver our services and this strategy will help us achieve that.

Our Purpose through the ESFRS IRMP 2020-2025 is to make our communities safer. Our Strategic Intent in order to achieve this is to ensure that through our Prevention and Protection activities ESFRS will strive to identify the highest risk people and premises and provide an appropriate response to reduce the risk to our employees and the community to the lowest level practicable.

The Fire Authority's Commitments that underpin its purpose and help it to discharge its legal duties and respond to the needs of the diverse and evolving our community are to:

- Deliver high performing services
- Educate our communities
- Develop a multi-skilled, safe and valued workforce
- Make effective use of our resources

These commitments are intrinsic to steering the Prevention and Protection strategy and its associated action plans that improve the safety of the community, the Authority serves. Throughout all of our activities we will demonstrate that we are proud of the service we provide, show integrity in our work, are accountable for our actions and that we respect our colleagues and members of the community.

## **Integrated Risk Management Plan**

Identifies and considers the risks in our area and provides resourcing options for the Fire Authority to consider. Informed by the Strategic Assessment of Risk.  
Three to five years in timescale.

## **Medium Term Financial Plan**

Sets out the financial framework for using Service finances to deliver the priorities.  
Three to five years in timescale, refreshed annually.

## **Service Strategies**

Contains the actions, including projects that we deliver our purpose and commitments.  
Three to five years in timescale.

## **Corporate Plan**

Contains the actions required to deliver the purpose and commitments including the annual IRMP action plan.  
One year in timescale.

## **Directorate Business Plans**

Translate the strategies into activities along with day-to-day tasks for the directorate.  
One year in timescale.

## **Thematic plans and delivery plans**

Are the next level plans based on Themes identified in the strategies, for example Road, Water, Home Safety thematic plans and a further cascaded to delivery plans within the safer communities directorate.

## **Rolling Reviews**

Staff our set objectives and targets through the rolling review process so they understand how their particular role helps deliver the overall aims of the Service.

## Approach to efficiency

As a publicly-funded organisation, people rightly expect us to use our resources responsibly and efficiently. The public, local politicians and our staff want to see that we are reducing public spending where it is no longer required, and protecting frontline services as much as possible. We believe we have been rising to this challenge and have demonstrated that we are doing everything that might be expected of us in trying to share services with others, collaborating to save time and money, and eliminating spend where it is no longer required.

Our operational response review was the most significant piece of operational risk analysis work we have undertaken in recent years. The results of the analysis have enabled us to focus our attention over the next five years to improve our service delivery and reduce the risk our communities are facing as articulated within the IRMP. This Strategy will enable improvements in operational productivity and the Service will work with the NFCC Efficiency and Productivity Group to develop consistent approaches to measuring and reporting these improvements

The cost of the Capital Programme reduces by £0.568m over the period. This has the potential to reduce forecast borrowing costs by approximately £0.040m per annum by the end of the period.



	20/21	21/22	22/23	23/24	24/25	25/26	Total
<b>Revenue Impact</b>							
<b>IRMP Proposals</b>	25	44	-74	-171	-424	-525	-1,125
<b>Changes to polices &amp; practices</b>	0	-50	-125	-250	-250	-250	-925
<b>Total Revenue Impact</b>	25	-6	-199	-421	-674	-775	-2,050
<b>Capital Impact</b>	71	-74	-600	35	0	0	-568

Additional revenue savings of £0.250m by 2023/24 also result from changes to policy and practice agreed alongside the IRMP proposals. This brings the total revenue saving to £0.775m pa by 2025/26 or £2.050m over the six year period.

Alternative delivery models are currently being considered for Prevention to ensure a sustainable and effective service to local communities. An administration review has also commenced with a view to improving interoperability between departments and overall efficiency of the Service. Through collaboration the service is also seeking to achieve efficiency through aligning resources regionally.



## Environmental & Sustainability

We have a significant role to play in protecting the environment such as reducing the volume of carbon emissions created by emergency situations, by reducing the risk of fire and other emergencies through our approach to fighting fires, fire prevention and protection. We recognise that the benefits in doing this can also have wider ranging positive effects such as improving the health and wellbeing of people living and working in East Sussex and the City of Brighton & Hove. The Prevention and Protection Strategy will aid the Service in meeting its obligations in relation to working towards a reduction in carbon that is found in the environment:

- How we can minimise our impacts on the environment, including those caused by emission of greenhouse gases.
- To better protect the natural environment in the way we fight fires and other incidents.
- To reduce the environmental, social and economic impacts of fires by continually reducing the number of fires – every fire we attend has a very real cost to people, places and planet, so prevention wherever possible is our aim.

## Collaboration & Partnership Working

It is recognised that one way to improve efficiency and effectiveness at the same time as increasing resilience is to collaborate with other services and other stakeholders. The Service has a comprehensive collaboration framework that has enabled and supported both national and local partnership working. The Service contribute to shaping national direction by being heavily involved with national groups such as the various NFCC work streams, consultation groups and workshops. ESFRS are also committed to providing comment and feedback to Government and the NFCC with regards to any formal or informal consultations, including those related to Standards, National Operational Learning and other guidance material.

More locally we will continue to support the regional Protection Group in its efforts to achieve effective collaboration in areas such as legal, building consultation and fire engineering, policy development and training.

Collaborative working is essential to achieve all that we have set out to do and plan to do in the future. This is a key area of work where we know real improvements to people's lives can be made through working effectively with other organisations.

Collaboration and partnership working with statutory authorities is an effective way to reduce risks for vulnerable people and the effective delivery of the Prevention Strands (home / fire, water and road safety). We will continue to develop these relationships across Social Care, Health partners, the Police and with the third sector.

In addition to existing partnerships, the Service will actively seek out new collaboration to benefit the community and so that we can provide the community with a level of protection from fires and other emergencies that is second to none with a workforce that is appropriately trained and equipped. We will also undertake a review into alternative prevention delivery models.

Over the period of this Strategy a(2021-2026) the four fire service collaboration board called 4F established with West Sussex, Surrey and Kent Fire and Rescue Services will continue to explore meaningful opportunities for working more closely with our emergency services partners.



# Measuring Success, Performance Measurement, Quality Assurance & Review

Success will be measured through a number of already established organisational review processes. This will be led by both the Assistant Director of Safer Communities and the Assistant Director of Operational Support & Resilience on an annual basis. Audit areas will include:

- Areas of improvement in relation to firefighting, rescues and hazardous materials identified through the Operational Assurance process and incident command reviews.
- Fatal Fire and Serious Incident Reviews
- Fire Investigations.
- Health and Safety including thematic sampling.
- Training planning, delivery and recording.
- Risk information gathering and environmental responsibilities.
- Station security, business continuity and resilience.
- End of month returns.
- Relevant areas from HMICFRS inspections

We will also monitor progress of the strategy in the following ways:

## Key Performance Measures (KPMs)

We will utilise appropriate Key Performance Measures that monitor the success and progress of the annual corporate directorate business plan that contains the strategic objectives that translates this strategy into actions that ensure continual improvement. Each of the strategic objectives will also be linked to the four Service Commitments.

Operating through the Support and Delivery framework (Performance Management framework) will enable staff and volunteers to deliver effective and timely prevention and protection interventions with performance measures set locally following the assessment of community risk to determine the activities necessary to reduce the risk in local communities. Performance will be monitored through exception reports provided to the Safer Communities Management Team – Performance Management meeting (SC-PM) and support provided by all Safer Communities departments and Service directorates to deliver the interventions and activities that will reduce the risk associated with those identified as being most vulnerable.



FIRE

FIRE & RESCUE

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# THEME 1 - Continue to carry out our core role of enforcing the Fire Safety Order

We will continue to carry out audits on premises covered by the Fire Safety Order using our trained Inspecting Officers. We will advise and enforce where appropriate and will take legal action through prosecutions when in the public interest.



## THEME 2 - Integrate our Prevention, Protection and Response Activities

Our Risk Based Inspection Program (RBIP) will complement existing risk reduction activities and processes by allowing us to more effectively and accurately identify the types and levels of risk in our built environment.

The term RBIP is used to describe our holistic risk reduction strategy across the Service. As such all staff who have contact with the community will be trained to identify risk and carry out the required actions to reduce that risk either themselves or by reporting the risk to another department using our CRM database. This process will ensure that we take advantage of every single interaction we have with or community to drive down 'risk'.

The aim of this theme is to put in place the necessary activities, processes and systems to develop an accurate understanding and recording of the risk of fire for a person or in a premises. Specifically it is to create an understanding of the premises and people most likely to be impacted by fire. This understanding of risk will enable the Service to direct resources to where they can be most effective in reducing the impact of fire and therefore reduce the potential for loss of life, serious injury, commercial, economic and social costs and meet ESFRS's statutory obligations. This process complements the existing Building Risk Review (BRR) programme and ultimately allows us to allocate our resources to other high risk premises. This holistic approach will also incorporate the annual assessment of risk and will ensure synergy across all other prevention strands such as road and water safety.



We will:

- Revise our current RBIP methodology to clearly define risk using the following categories:
  - ◊ Individual Risk
  - ◊ Societal Risk
  - ◊ Firefighter Risk
  - ◊ Environmental Risk
  - ◊ Heritage Risk
  - ◊ Community Risk
- Clearly define high risk within these categories, the appropriate staff groups and competencies required to reduce the risk and the appropriate partner relationships to be developed to support us in the reduction of risk.
- Introduce a cyclic and dynamic nature to the current process to ensure we are agile and flexible in adapting to the changing risk environment.
- Ensure the revised RBIP recognises and incorporates the contribution and integration of all ESFRS activities and interventions to the reduction of risk in a premises and the associated risk reduction to the person.
- Ensure that we recognise the value of information gathered and the associated recording of that information through all activities and interventions in assessing the risk of a premises and the use of that information to support incident command and inform future prevention and protection priorities through better methods of identification and targeting of risk.
- We will ensure the annual assessment of risk is an integrated part of the RBIP and ensure the holistic approach across prevention, protection and response is clearly understood by all staff.
- We will continue to develop our Community Volunteers and Youth Engagement activities, working closely with operational crews and community partners.

## **THEME 3 - Reduce risk in the home and wider community by recording and accessing risk information**

We will invest in and enhance our risk database CRM to ensure it is accurately populated and complements our strategic themes 1 & 2 to enforce the FSO and to record information on vulnerability to reduce risk in the home and wider community, integrating Prevention, Protection and Response with regards to risk reduction. This includes the identification and reduction of firefighter risk through our established Site Specific Risk Information (SSRI) process.



## **THEME 4 - Develop a competent and sustainable Prevention and Protection function and workforce**

We will fully embed the Fire Safety Competence Framework and separate Assurance Framework within our Service.

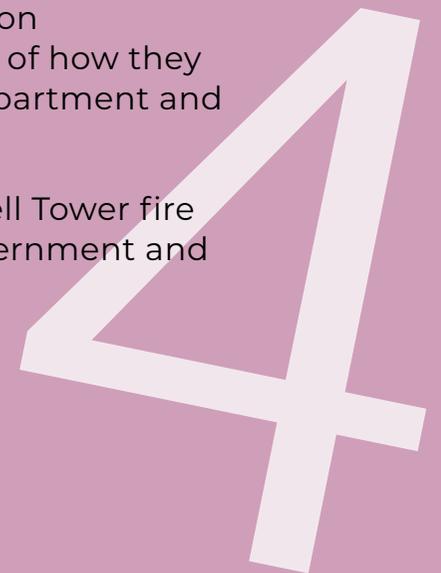
We will meet our corporate commitment with regards to achieving a trained, competent and valued workforce by ensuring all our staff are trained to the level required by the framework and are accredited by an external 3rd party body as recommended by the NFCC.

We will implement Home Safety Visit training to operational crews to ensure that they consistently deliver high quality HSVs utilising the core competencies defined in the NFCC Person-Centred approach and continue to train Safe & Well Advisers to maintain knowledge and skills. Training will be supported by a Quality Assurance framework covering both prevention and protection and complimenting the response assurance process

We will continue to develop our Prevention and Protection initiative libraries and provide operational crews with support to deliver prevention in line with outcomes of the Assessment of Community Risk

We will review our development pathways to ensure compliance with the NFCC protection competency framework. We will also ensure that employees have a clear understanding of how they can develop themselves to move to other roles within the Prevention and Protection Department and Service.

The additional work streams required to be delivered by the Service following the Grenfell Tower fire and a number of other serious incidents and subsequent inquiries, is recognised by Government and one off funding has been provided to enable the Service to uplift our Protection delivery.



# THEME 5 - Reduction of False Alarms and Unwanted Fire Signals from Automatic Fire Detection

The Service is committed to implementing a 'nil response' to automatic fire alarms (AFAs) actuating in commercial premises through the IRMP. Ultimately the Service is committed to supporting the development of a culture in commercial and managed residential premises which ensures that when a premises is occupied the fire alarm is managed by the Responsible Person for the safety of the occupants and business continuity and the fire & rescue service is called only if a fire is confirmed. When the premises is unoccupied the fire alarm is monitored remotely to protect the premises and business and to give early warning of fire. This limits property and business losses, contributes to firefighter safety, protecting the environment through early detection of fire and alerting of the fire & rescue service.

A similar culture should be promoted in peoples own homes where they 'manage' their own false alarms and only call ESFRS if there is a fire or any doubt about the cause of the smoke alarm actuating.

Protection officers will co-ordinate and be accountable for delivery of the overall project outcomes but recognise that a holistic approach is required that incorporates work streams in Prevention, Protection and Response activities and in particular through the control and mobilising function.



## THEME 6 - Deliver our fire safety consultation and fire investigation services

We choose to investigate fires using the powers provided to us within the Fire and Rescue Act 2004 Section 45, to establish the probable cause and to ensure we learn lessons from every incident to improve our service to the community.

We are actively working in collaboration with our neighbouring Fire and Rescues Services to deliver consistent and professional fire investigations to achieve the greatest learning from every incident and to assist the Crown Prosecution Service and the Courts. We are also working in collaboration with our partner Services to implement the latest FI Code of Practice and competence standard

The Service is a statutory consultee under a range of legislation and the Fire Safety teams will continue to ensure they respond to consultations in a positive and timely manner as detailed in the Service Response Charter.



## THEME 7 - Preventing deaths and injuries by undertaking Home Safety and Safe & Well visits

ESFRS engage in the NFCC's Person Centred framework for Home Safety Visits and ongoing staff training has been modelled on the developing training element of the framework. There is a holistic approach whereby our Home Safety and Safe & Well Visits also contribute to the reduction of all risks as detailed in strategic theme 2.

In line with the NFCC approach we recognise 4 levels of risk on which to base the prioritisation of support and intervention:

**Very High Risk:** The provision of support to imminent safety and fire risk as identified by the Service and key strategic partners.

**High Risk:** The provision of support to high-risk households and individuals through a person centred home safety visit.

**Medium Risk:** The provision of support to medium risk households and individuals through targeted campaigns and a home safety visit or information pack.

**Low Risk:** The provision of support to lower risk households and individuals through a home safety visit or self-help options.

Through its hierarchy of risk ESFRS has developed an assessment tool for identifying risk category and has implemented timescales by which visits will be booked and completed and are subject to performance monitoring and a Quality Assurance process

## **THEME 8 - Protect our vulnerable communities by meeting our safeguarding responsibilities**

Safeguarding responsibilities are delivered through a safeguarding framework outlined within the ESFRS Safeguarding Adults and Children manual note. All staff and volunteers are required to undertake mandatory annual safeguarding training and the Service's Safeguarding Co-ordinators ensure that all safeguarding obligations are undertaken including reporting of internal and external safeguarding alerts and safer recruiting.

ESFRS is a member of the NFCC's national and regional Safeguarding Boards and the Service is represented on the Adults Boards and Children's Partnership Boards of Brighton & Hove and East Sussex.

Legislative and procedural compliance is provided through bi-annual audits by the Adults and Children's Partnership Boards. Governance of Safeguarding within ESFRS is the responsibility of the Safeguarding Panel which in turn reports to the HR Strategic Group.



## **THEME 9 - Develop community engagement with a focus on Equality, Diversity and Inclusion ensuring equality of access**

We have engaged in the NFCC Equality of Access approach and will continue to develop community engagement with a focus on Equality, Diversity and Inclusion in an approach that compliments the internal EDI focus outlined in the People's Services strategy.

We seek to engage with all sections of our communities to educate and reduce risk through our Prevention programme (Home/fire, Water, Road safety) with a focus on groups at greater risk by ensuring that our Prevention services are made available to groups of people who are underrepresented and difficult to engage. Through working with local partners, operational crews and our Partnership & Engagement business partners we offer bespoke appropriate prevention messaging utilising translation services, including the website translation tool, literature and guidance in other languages and prevention advice designed to effectively engage as necessary. For instance, we offer a dementia friendly resource for Home Safety Visits and education packages delivered by our Education Team for people with specific learning disabilities.



# Five year Strategy Action Plan

## Priorities for year 1

What we will do & related Strategic Theme(s) (ST)	Key milestones including final completion	Performance targets/success measures
<p>Embed new approach to risk ST 1, 2 &amp; 3</p>	<p>A 3 year process to update and populate our risk database (CRM) with actual risk rather than perceived risk, to inform future activity.</p> <p>Milestone 1 – produce Triage process</p> <p>Milestone 2 – produce a new RBIP Policy</p> <p>Milestone 3 – Issue year 1 list of perceived high risk premises</p>	<p>Year 1 – produce a list of initial perceived high risk premises for all staff to visit through a COVID lens.</p>
<p>Support delivery of our CRM upgrade work stream. ST 3</p>	<p>All story boards agreed by end of September 2021.</p> <p>Attendance at all planning meetings and during the sprint reviews.</p>	<p>The Protection module of the CRM upgrade will be implemented by June 2022.</p> <p>The 3 CRM modules (SSRI, Prevention and Protection) must complement each other and facilitate the new RBIP process.</p> <p>They must also compliment and feed the new Business Information System to ensure accurate up to date information is available to inform decisions.</p>

<p>Respond to the learnings from incidents of significance including Grenfell Public enquiry to improve our enforcement of the FSO and our advice to the community.</p> <p>ST 1, 2 &amp; 4</p>	<p>We will support the Services Operational Assurance process by identifying, contributing to and completing actions identified during debriefs and serious/fatal fire reviews.</p> <p>We will implement the 10 main Grenfell Tower Inquiry actions relevant to Protection and assist other departments in the delivery of their actions.</p>	<p>All actions identified from debriefs both internally and externally Joint Operational Learning/National Operational Learning (JOL/NOL) will be completed within agreed timescales.</p>
<p>Review and implement required enhancements to Protection quality assurance framework.</p> <p>ST 1,4 &amp; 6</p>	<p>Assurance Framework in place and embedded within Protection Governance Structure by the end of 2021.</p> <p>Draft Policy to be amended and agreed by the end of September 2021.</p>	<p>All 4 Offices to receive an annual assurance visit by the end of March 2022.</p> <p>100% of crews Fire Safety Checks to be audited on an ongoing basis for the next 12 months by competent Fire Safety Officers.</p> <p>A process will be in place by the end of March 2022 to receive, record and monitor changes required as a result of new guidance and information.</p> <p>We will also ensure we respond to national policy consultations in a timely manner.</p>

<p>Utilise Government Grant funding to deliver upskilling protection training for all staff and to recruit new members of staff</p> <p>ST 4</p>	<p>6 new trainees will be recruited by the end of September 2021.</p> <p>All staff will receive protection upskilling training by the end of March 2022 from our seconded and FTC staff recruited using Government Funding. This includes either face to face or elearning packages dependant on the work group.</p>	<p>6 new trainees on a development plan by the end of September 2021.</p> <p>All staff received protection training by the end of March 2022.</p>
<p>A new Legislative Change Board will be introduced to manage relevant legislative changes across the Service.</p> <p>ST 1 &amp; 6</p>	<p>All changes are received, understood, assessed and implemented in a prioritise way using resources s required across the Service. This includes the new Fire Safety Act by the end of March 2022, as well as the incoming Building Safety Bill which is yet to be enacted.</p>	<p>All known changes required by the Fire Safety Act to be embedded within the Service by the end of March 2022.</p> <p>Structures set up in the form of a board to manage the incoming Building Safety Bill changes by the end of September 2021.</p>
<p>Embed and comply with the competence framework for Fire Safety.</p> <p>ST 4</p>	<p>All staff will work to achieve compliance with the new competency framework.</p>	<p>All existing staff will achieve compliance with the competence framework by the end of March 2022.</p> <p>All new starters will be placed on a supported development program.</p>

<p>Embed and improve our annual assessment of risk process by improving our risk information accuracy and the volume of risk information on our system.</p> <p>ST 3</p>	<p>Our CRM database will be updated with information available from existing external databases by the end of March 2022.</p>	<p>This information will be used to inform local risk profiles and the resultant resource allocation from the Protection department to reduce this risk. It will also help inform our Protection education and partnership initiatives.</p>
<p>Lead a task and finish group to implement the changes set out in the IRMP in relation to AFA reduction</p> <p>ST 5</p>	<p>A communication strategy will be agreed and engagement with the business community will commence by the end of September 2021.</p>	<p>Our agreed AFA reduction strategy will be implemented by the end of March 2022.</p>
<p>Complete EIAs for all Prevention and Protection initiatives and policies</p> <p>ST 1</p>	<p>All activities held within our library will have an agreed EIA attached to it to ensure we are delivering equality of opportunity to our community and not unfairly or unjustifiably disadvantaging any members of the community.</p>	<p>100% of our Policies and initiatives will be completed by the end of March 2023.</p> <p>EIAs to be completed for 50% of the listed activities in our library by the end of March 2022.</p> <p>30% of our Policies will have an accompanying EIA by the end of March 2022.</p>

<p>Embed and improve our annual assessment of risk process by improving our risk information accuracy and the volume of risk information on our system.</p> <p>ST 3</p>	<p>Our CRM database will be updated with information available from existing external databases by the end of March 2022.</p>	<p>This information will be used to inform local risk profiles and the resultant resource allocation from the Protection department to reduce this risk. It will also help inform our Protection education and partnership initiatives.</p>
<p>Lead a task and finish group to implement the changes set out in the IRMP in relation to AFA reduction</p> <p>ST 5</p>	<p>A communication strategy will be agreed and engagement with the business community will commence by the end of September 2021.</p>	<p>Our agreed AFA reduction strategy will be implemented by the end of March 2022.</p>
<p>Complete EIAs for all Prevention and Protection initiatives and policies</p> <p>ST 1</p>	<p>All activities held within our library will have an agreed EIA attached to it to ensure we are delivering equality of opportunity to our community and not unfairly or unjustifiably disadvantaging any members of the community.</p>	<p>100% of our Policies and initiatives will be completed by the end of March 2023.</p> <p>EIAs to be completed for 50% of the listed activities in our library by the end of March 2022.</p> <p>30% of our Policies will have an accompanying EIA by the end of March 2022.</p>

<p>We will introduce a public sense check programme through which we will engage with the public on key matters by raising at a number of identified established and engagement groups (touchstone forums).</p> <p>ST 1</p>	<p>We will engage with appropriate stakeholders to gain the most benefit from these Forums.</p>	<p>Due to COVID we will aim to achieve 1 Touchstone Forum by the end of March 2022.</p>
<p>Embed the new HSV manual note</p> <p>ST 4, 7, 8, 9</p>	<p>Out for consultation that closes on the 17th August 2021</p>	<p>Draft agreed and implemented</p> <p>Reasonable amendments made and re-circulated for consultation if necessary</p>
<p>Deliver HSV training to operational crews</p>	<p>Autumn 2021</p>	<p>All operational crews trained and QA process implemented</p>
<p>Introduce Quality Assurance for all HSV delivery</p> <p>ST 4, 7</p>	<p>Autumn 2021 following completion of HSV training for Ops Crews</p>	<p>High quality HSVs delivered Service-wide</p> <p>Reduction in fire related incidents, injuries and deaths</p> <p>Number of QA checks completed operational crews</p> <p>Number of QA checks undertaken by Community safety manager</p>

Embed the Partnership & Engagement Business Partners across the 3 geographical groups ST 4, 7	Central & East P&E's in place from 21/6/21. West P&E FTC advertised following recruitment process	Closer working between Groups and Community Safety resulting in enhanced partnership working, increase in HSVs delivered and re-start delivery of the Prevention strands
Support delivery of our CRM upgrade (HSV), including appropriate user training ST 3, 4, 7	Awaiting implementation in late summer 2021 User training will be implemented once the HSV product has been rolled out	Reduction in the admin processes associated with the legacy database Provide additional admin capacity for work that has not been able to be delivered. Standardised application of the hierarchy of risk thereby improving risk forecasting
Review the thematic action plans and ensure that every initiative in the library has an evaluation toolkit that is used consistently ST 4,7	July 2021: One of the first tasks for the new P&E business partners	Ensure that the prevention strand action plans reflect the risks indicated through the Assessment of Community Risk Ensure that the Initiative Library remains current and includes evaluation tools
Further develop our Children & Young Persons (CYP) engagement programme ST 4,7,9	Summer 2021 (during the school holidays): Ed Team undertake a review and refresh of CYP Engagement Policy and all related activities.	Refreshed CYP Policy reflects current risks and mitigating activities.

<p>Fully embed the processes and procedures developed through the alternative Prevention model review</p> <p>ST 4, 8, 9</p>	<p>Feb March 2022: The draft outcome report will identify opportunities to be considered</p>	<p>Fully costed Prevention plan that will identify current and future needs in respect of ESFRS and partner agencies.</p>
<p>Refresh the Annual Assessment of Risk (AAR)</p> <p>ST 4, 7</p>	<p>Jan 2022: Review the AAR and station profiles to reflect any changes in risk</p>	<p>Update and refresh station profiles and the percentage quota for Prevention and Protection delivery.</p> <p>Prevention and Protection activities match the risk associated with the geographical area.</p>

## Priorities for year 2

What we will do & related Strategic Theme(s) (ST)	Key milestones including final completion	Performance targets/success measures
<p>Deliver against our audit, consultation and complaint PIs.</p> <p>ST 1 &amp; 6</p>	<p>Annual targets met by end of March 2023</p>	<p>Monthly targets achieved as shown on CRM and on the EoM returns</p> <p>No of Inspections of high risk premises completed</p> <p>No Operational Fire Safety Checks</p> <p>Number of Protection engagement events</p> <p>Number of attendees at Protection engagement events</p>
<p>Embed new approach to risk reduction</p> <p>ST 1, 2 &amp; 3</p>	<p>A 3 year process to update and populate our risk database (CRM) with actual risk rather than perceived risk, to inform future activity.</p>	<p>Year 2 – By April 2022, produce a list of both perceived and actual high risk premises for staff to visit at an agreed rate which has been partly informed by information gathered during actual visits in year 1.</p>
<p>Utilise Government Grant funding to continue to develop our trainees</p> <p>ST 4</p>	<p>6 new trainees will be recruited by the end of September 2021. They will be supported through a 2 year development pathway to become full Inspecting Officers.</p>	<p>6 new trainees continuing their development plan.</p>

Respond to the learnings from incidents of significance including Grenfell Public enquiry ST 4 & 6	Milestones are as contained within the Grenfell action plan and any other OA action plans.	All actions contained within the Grenfell action plan and general OA action plans to be completed within the agreed timescales.
Finalise EIAs for all Protection and Prevention initiatives and Policies ST 1	Policies and Initiatives to have a current EIA by the end of March 2023.	100% of Policies and initiatives to have a current EIA by the end of March 2023.
Continue to use the 'Legislative Change Board' to manage workloads required by changes in legislation or guidance. ST 1, 2, 4, 6	Initial Building Safety Bill requirements to be understood and policies, procedures and systems to be in place with partners to manage the new BSR process for high risk buildings by the end of Dec 2022.	Legislative Change Board to be held at least once per quarter as a minimum.  All Policies and procedures to be up to date and compliant with latest guidance and legislation.
Evolve the Services IRMP driven AFA UWFS Policy ST 5	Produce a paper for SLT providing an overview of the impact from changes carried out to date and further propose any further changes if appropriate	Review team set up to carry out AFA change review
Complete delivery of our CRM upgrade work stream. ST 3	MVP sprints to take place in April 2022 with training for staff taking place with tablets in May 2022 and June 2022.	The Protection module of CRM will be in place, with staff trained and effectively using the new product by the end of July 2022.

Review the embedding of the Prevention and Protection standards ST 1, 4	We will embed the relevant fire standards as they are released and following a full gap analysis. This will be achieved by the end of March 2022.	Implementation of and compliance with new Protection and Prevention Fire standards as they are released.
Review implementation of alternative Prevention models ST 4, 8, 9	September 2022: 6 months after implementation, to review the arrangements and outcomes	Review progress and how that has impacted delivery of Prevention
Review HSV Quality Assurance ST 4, 7	April 2022: 6 months after QA implemented – review progress and update the policy to reflect lessons learnt.	Delivery of high quality HSVs across the Service. Reduction in fire related incidents, injuries and deaths
Review our CYP engagement ST 4, 9	March 2022: 6 months after CYP refresh: Review progress	Delivery of high quality targeted CYP activities to reduce risks to young people (home / fire, road and water
Review Prevention strands ST 4	Oct 2022: review implementation of the refresh of the Assessment of Community Risk to ensure that the action plans are relevant and accurate and the Initiatives Library remains current	Prevention activities match the risk associated with the geographical area. Reduction in harm, fire related incidents and injuries / death associated with home / fire, road and water

## Priorities for year 3

What we will do & related Strategic Theme(s) (ST)	Key milestones including final completion	Performance targets/success measures
<p>Deliver against our audit, consultation and complaint PIs.</p> <p>ST 1 &amp; 6</p>	<p>Annual targets met by end of March 2024</p>	<p>Monthly targets achieved as shown on CRM and on the EoM returns</p>
<p>Embed new approach to risk reduction</p> <p>ST 1 &amp; 2 &amp; 3</p>	<p>A 3 year process to update and populate our risk database (CRM) with actual risk rather than perceived risk, to inform future activity.</p>	<p>Year 3 – produce a list of both perceived and actual high risk premises for staff to visit at an agreed rate which has been partly informed by information gathered during actual visits in year 1 and 2. This process will continue in future years.</p>
<p>Continue to use the ‘Legislative Change Board’ to manage workloads required by changes in legislation or guidance.</p> <p>ST 1, 2, 4, 6</p>	<p>Initial Building Safety Bill requirements to be understood and policies, procedures and systems to be in place with partners to manage the new BSR process for high risk buildings by the end of Dec 2022.</p>	<p>Legislative Change Board to be held at least once per quarter as a minimum.</p> <p>All Policies and procedures to be up to date and compliant with latest guidance and legislation.</p>
<p>Ensure all our Fire Safety Inspecting Officers are accredited</p>	<p>We will ensure all our Fire Safety Inspecting Officers are accredited to the agreed process.</p>	<p>All new IOs and existing IOs will need to be reaccredited by peer assessors at a cost to the Service.</p>

Review effectiveness of CRM	We will carry out a review of the effectiveness of our new CRM system in complementing our RBIP process	A full review of our process and the effectiveness of our supporting database will be completed by the end of March 2024. This will inform future plans.
Utilise Government Grant funding to achieve a sustainable protection capability ST 4	6 new trainees will be recruited by the end of September 2021. They will be supported through a 2 year development pathway to become full Inspecting Officers.	6 new trainees continuing their development plan.
Evolve the Services IRMP driven AFA UWFS Policy ST 5	Produce a paper for SLT providing an overview of the impact from changes carried out to date and further propose any further changes if appropriate	Review team set up to carry out AFA change review
Review implementation of alternative Prevention delivery models ST 4, 8, 9	September 2023: 12 months after previous review, to further review the arrangements and outcomes	Review progress and how that has impacted delivery of Prevention Increase in Prevention activity Reduction in incidents, injuries and death
Review HSV Quality Assurance process ST 4, 7	April 2023:12 months after QA reviewed – further review progress and update the policy to reflect lessons learnt.	Delivery of high quality HSVs across the Service. Reduction in fire related incidents, injuries and deaths

Review our CYP engagement ST 4, 9	March 2023: 12 months after CYP refresh: Further review progress	Delivery of high quality targeted CYP activities to reduce risks to young people (home / fire, road and water
Review Prevention strands ST 4	Oct 2023: following the previous year's Assessment of Community Risk to ensure that the action plans are relevant and accurate and the Initiatives Library remains current	Prevention activities match the risk associated with the geographical area.  Reduction in harm, fire related incidents and injuries / death associated with home / fire, road and water

## Priorities for year 4

What we will do & related Strategic Theme(s) (ST)	Key milestones including final completion	Performance targets/success measures
Deliver against our audit, consultation and complaint PIs. ST 1 & 6	Annual targets met by end of March 2025	Monthly targets achieved as shown on CRM and on the EoM returns
Review the RBIP (risk reduction) process ST 1 & 2 & 3	Review the 3 year process now complete to update and populate our risk database (CRM) with actual risk rather than perceived risk, to inform future activity.	Provide a final paper to SLT on impact and proposed changes.
Ensure all of our Fire Safety Inspecting Officers are accredited ST 4	We will ensure all our Fire Safety Inspecting Officers are accredited to the agreed accreditation process.	All new IOs and existing IOs will need to be reaccredited by peer assessors at a cost to the Service.
Review the Services Protection staffing profile to ensure we are fit for the future. ST 1 & 6	Produce a report with Hr on the likely impact on the department of staff retirements and movements, etc.	Identify any corporate risk areas with regards to competencies and put in place a plan to address these risks
Review implementation of alternative Prevention delivery model ST 4, 8, 9	September 2023: 12 months after previous review, to further review the arrangements and outcomes	Review progress and how that has impacted delivery of Prevention Increase in Prevention activity Reduction in incidents, injuries and death

## Priorities for year 5

What we will do & related Strategic Theme(s) (ST)	Key milestones including final completion	Performance targets/success measures
Deliver against our audit, consultation and complaint PIs. ST 1	Annual targets met by end of March 2026	Monthly targets achieved as shown on CRM and on the EoM returns
Implement changes agreed following last year's RBIP (Risk reduction) review ST 1 & 2 & 3	Review the 3 year process now complete to update and populate our risk database (CRM) with actual risk rather than perceived risk, to inform future activity.	Provide a final paper to SLT on impact and proposed changes.
Ensure all our Fire Safety Inspecting Officers are accredited ST 4	We will ensure all our Fire Safety Inspecting Officers are accredited to the agreed accreditation process.	All new IOs and existing IOs will need to be reaccredited by peer assessors at a cost to the Service.
Deliver the training and recruitment requirements identified by the department review carried out last year. ST 1,2, 4 & 6	Recruit staff required and development them to the required standard to enable us to deliver our statutory responsibilities.	Carry out a recruitment drive as required.  Fund and deliver a training program to develop staff to the required level.
Review implementation of alternative Prevention delivery model ST 4, 8, 9	September 2023: 12 months after previous review, to further review the arrangements and outcomes	Review progress and how that has impacted delivery of Prevention  Increase in Prevention activity  Reduction in incidents, injuries and death



## EAST SUSSEX FIRE AND RESCUE SERVICE

**Meeting** Fire Authority

**Date** 2 September 2021

**Title of Report** Fleet and Equipment Strategy

**By** Mark Matthews, Assistant Chief Fire Officer

**Lead Officer** Hannah Scott-Youldon, Assistant Director Operational Support and Resilience

**Background Papers** East Sussex Fire and Rescue and West Sussex County Council Collaborative Fleet Operations SLT report January 2021

**Appendices**

- Appendix 1 – Fleet and Equipment Management Strategy 2021 – 2025
- Appendix 2 – Overview of current fleet assets
- Appendix 3 – Sustainability Checklist for strategies
- Appendix 4 – Equality Analysis Impact Record (EIA)

### Implications

<b>CORPORATE RISK</b>	✓	<b>LEGAL</b>	✓
<b>ENVIRONMENTAL</b>	✓	<b>POLICY</b>	
<b>FINANCIAL</b>	✓	<b>POLITICAL</b>	
<b>HEALTH &amp; SAFETY</b>	✓	<b>OTHER (please specify)</b>	
<b>HUMAN RESOURCES</b>		<b>CORE BRIEF</b>	

**PURPOSE OF REPORT** This report seeks approval from the Fire Authority for the draft Fleet and Equipment Management Strategy 2021-2025.

**EXECUTIVE SUMMARY** The draft Fleet and Equipment Management Strategy 2021-2025 (Appendix 1) has been developed to support our Purpose and Commitments, Integrated Risk Management Plan and Fire Authority strategic planning process.

The draft strategy has been reviewed by the Senior Leadership Team, Assistant Directors and Fleet management team.

The deliverables within the draft strategy take into consideration findings from the East Sussex Fire and Rescue and West Sussex County Council Collaborative Fleet Operations report dated January 2020 and the Internal Audit Report into the Management of assets across the Service in which improvements were required.

The report further explores the four year action plan to secure improvements across the engineering function and highlights four key themes of focus.

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**RECOMMENDATION**      The Fire Authority is asked to approve the draft Fleet and Equipment Management strategy 2021-24.

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**1.      INTRODUCTION**

- 1.1      The service’s purpose and direction to make our communities safer cannot be effectively delivered without a resilient and robust Fleet and Equipment Management strategy, which is owned and delivered by the Engineering department on behalf of ESFRS.
- 1.2      This will be the first strategy of this nature that has been co- designed with strategic managers and staff within the Fleet and engineering department. The Fleet and Equipment Management Strategy provides a comprehensive and integrated approach to the management of the Authority’s fleet and associated operational equipment assets. The Operational Support and Resilience Directorate Plan and more detailed Vehicle and Equipment Management thematic plan, which sit under this strategy will continue to evolve through time and reflect changes based on current and predicted working practices, legislation, environmental developments, technology and budgets.
- 1.3      In January 2021, the Senior Leadership Team (SLT) approved the East Sussex Fire and Rescue and West Sussex County Council Collaborative Fleet Operations report and as a result of this approval, the Fleet and Engineering team has set about defining its action plan along with the long term strategic outcomes that will transform the department into a modern, well-structured and high performing team.
- 1.4      It was determined by SLT that as a result of the shared strategic fleet manager and the alignment and collaborative approach with West Sussex County and West Sussex Fire and Rescue Service that by November 2021 a full business case will be developed. The business case will address efficiency of working practises, whilst delivering a sustainable programme of vehicle design and specification, fleet and equipment procurement along with increasing collaboration opportunities and closer working with partners. It is expected that the redesign will then further support cultural changes within the department and service.
- 1.5      The draft Fleet and Equipment Management Strategy 2021-25 is written with one single overarching theme of Fleet and Equipment Management, yet divided into four key sub themes:
- 1) Staff and public safety – focusing on health, safety and wellbeing
  - 2) Efficiency and effectiveness – seeking Best Value and efficiencies across all departmental priorities
  - 3) Collaboration and Innovation – seeking to improve and explore new ways of working with our partners and stakeholders.

- 4) Reducing environmental impact – addressing the drivers and seeking every opportunity to reduce and remove carbon emissions

1.6 Continuous improvement is at the heart of this strategy, considering historical actions and practices and creating new facilities, smarter more efficient ways of working, encouraging innovation.

## **2. LEGAL AND CORPORATE RISK**

2.1 This strategy and subsequent actions will be delivered within various legal frameworks and legislation. Any failure to meet these requirements could potentially constitute a corporate risk and therefore the plan is reviewed regularly and potential risks surfaced through exception reporting.

2.2 The operation of a fleet of vehicles and associated equipment is a heavily regulated area and the strategy seeks to identify the key areas that require compliance, along with offering a clear set of objectives that will provide assurance to East Sussex Fire Authority that we are compliant with road safety law, health and safety law and the many regulations and standards that are imposed in the use of vehicles and equipment.

## **3. ENVIRONMENTAL**

3.1 This strategy also seeks to mobilise internally how we will start to address the central government and local authority drive to reduce our carbon footprint and environmental impact on society

## **4. HEALTH AND SAFETY**

4.1 Health and safety as a key legislative driver is also comprehensively considered and threaded through the strategy and across the themes and action plans within this strategy.

## **5. FINANCIAL**

5.1 This Strategy and the underpinning research has identified a range of opportunities to deliver efficiencies and ultimately cashable savings through the activities set out in the supporting Action Plan. A business case for a shared fleet and engineering service will be developed by the Strategic Fleet Manager during 2021/22 and this will identify and analyse the full scale of efficiencies and savings along with proposals for investment in facilities, contractual arrangements and potential shared resourcing. If approved the financial implications of the business case (pressures, bids for investment and savings) will be fed into the budget setting process for 2022/23 onwards. At this stage therefore there is no requirement for additional funding outside of that already approved in the Engineering revenue budget and the Fleet capital programme.

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# Fleet and Equipment Management Strategy

2021-2025

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**East Sussex**  
Fire & Rescue Service



**EAST SUSSEX  
FIRE & RESCUE SERVICE**

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## Strategy Foreword

It gives us great pleasure to introduce our Fleet and Equipment Management Strategy 2021-2025. Our fleet is often the most visible part of the service, with fire appliances responding to emergencies, delivering community engagement and supporting wider partner resilience. Each vehicle needs the right equipment for the local and national risks and will constantly evolve with developments in technology.

This is an important and exciting time for our service as the publication of this first formal Fleet and Equipment Management Strategy, which will fundamentally support the service delivery function across the diverse communities of East Sussex and Brighton and Hove.

Within ESFRS, we have a wide range of fleet and transport requirements including front line fire engines, specialist vehicles, cars, vans and operational equipment. We are facing a demanding financial climate, and in response we will remain vigilant to fiscal pressure and provide an agile response to any changing circumstances.

As part of this strategy we will seek to be at the forefront of technological advances so that we can continue to match resources to risk in the most economical, effective and efficient way possible.



**Chairman Roy Galley**

This strategy outlines how we will ensure that our fleet and equipment design, procurement and replacement cycles satisfy our organisational priorities and objectives, focussed on firefighter and public safety, ensuring we work in consultation with all staff and stakeholders to satisfy our legislative requirements and fully consider the demographic risk profile.

It has never been more important that we consider our impact on society and seek every opportunity to reduce our carbon footprint continuously improving our environmental considerations. This strategy will ensure we take a holistic approach to providing a sustainable, cost effective and fit for purpose fleet, which links directly to our Integrated Risk Management Plan (IRMP) and Operational Response Review (ORR).

This strategy seeks to assure our commitment to making our communities safer, more sustainable with improved societal consideration. ESFRS Senior Leadership Team are extremely proud of all our staff who deliver as part of this strategy and I would like to thank them for their support and dedication to achieve a robust, efficient and effective service support function as part of our overarching delivery to the communities in East Sussex and Brighton and Hove.



**CFO Dawn Whittaker**

# Strategic Context

## Reform and continuous improvement

Fire and rescue services are operating under direction of the Home Office specifically under the direction of the national framework. There is a challenging reform agenda for the public sector environment and the future role of the service must be flexible adaptive and responsive. With that in mind, fleet legislative changes, continued pressure to secure efficiency savings, along with dynamically improving practice in maintenance and quality standards mean that we need to remain open to change and ensure the practice of regular review is carried out.

As a service we are seeking continuous improvement, learning from historical actions and seeking opportunities to create efficiencies in our operation and working practices.

## Firefighter and public safety

Providing the right equipment and fleet remains vital for the safety of our firefighters and the public. Reducing the occupational risks relating to contaminants is one example of where we can contribute to making our service a safer place to work. Seeking new and innovative firefighting technologies, whilst adopting national operational guidance.

## HMICFRS

Regular inspections of fire and rescue services and the recently published 'State of Fire and Rescue – The Annual Assessment of Fire and Rescue Services in England 2020' confirm a continued emphasis on the operational service provided to the public, the efficiency of the service and its organisational effectiveness of the service.

[www.justiceinspectrates.gov.uk/hmicfrs/fire-and-rescue-services/how-we-inspect-fire-and-rescue-services/](http://www.justiceinspectrates.gov.uk/hmicfrs/fire-and-rescue-services/how-we-inspect-fire-and-rescue-services/)

## Legislation

As with the Response and Resilience Strategy, legislation such as the Fire and Rescue Services Act 2004 and the Civil Contingencies Act 2004 give us a clear statutory mandate to respond to fires and other emergencies once alerted and to provide the necessary resources to deliver that response effectively. In complying with this legislation we will ensure that, regardless of the circumstances (e.g. time of day, weather conditions etc.) every member of our communities will receive access to an emergency response service.

The operation of a fleet of vehicles is a heavily regulated area and is affected by the following legislation or best practice guidance

- a) National Fire Chiefs Council (NFCC) Recommended Best Practice for the Maintenance of Fire Service Vehicles.
- b) The Management of Occupational Road Risk.
- c) British and European Technical Standards.
- d) The Control of Pollution (Oil Storage) (England) Regulations 2001.
- e) The Management of Health and Safety at Work Regulations 1999.
- f) The Motor Vehicles (Driving Licences) Regulations 1999.
- g) Provision and Use of Work Equipment Regulations 1998.
- h) The Road Traffic Act 1991.
- i) The Road Vehicles Lighting Regulations 1989.
- j) The Road Vehicles (Construction and Use) Regulations 1986.
- k) The Health and Safety at Work Act 1974.
- l) The Road Vehicles (Registration and Licensing) Regulations 1971.
- m) NFCC Transport Officers Group Security Guidance on Decommissioning and Disposal.

The list of Acts/Guidance is not exhaustive, and by the very nature of the fleet environment, various legislative requirements cut across other services of the Authority.

## Purpose of the Strategy

This East Sussex Fire and Rescue Service Fleet and Equipment Management Strategy underpins our service key priorities by ensuring that we provide a reliable and fit for purpose fleet of vehicles and equipment in order to meet the needs of our community and deliver an effective, efficient and modern fire and rescue service.

Our fleet and equipment provision is one of the most important physical assets alongside our professional staff, which form the essential element of the workplace in supporting and enabling the frontline of service delivery.

The size, style and make up of our fleet services and equipment is influenced by the risk profile that we have reflected through our Integrated Risk Management Plan (IRMP) and offers the most efficient way we manage that risk across our service area.

We have a wide range of fleet and transport requirements including front line fire appliances, specialist vehicles, pool cars, vans and operational equipment. Our fleet and engineering department is critical to having the right assets and equipment to deal with the risks of our community and ensuring our colleagues have the right equipment for all tasks to be undertaken. At the heart of our fleet considerations is our commitment to reducing our carbon footprint and minimising exposure to contaminants.

Our strategy is developed to complement the prevention, protection, response and resilience activities of the service, and identifies a number of key areas of focus for fleet and equipment management.

Physical assets will play a key role in bringing this strategy to life; from applying new technology to reduce our impact on the environment, the delivery of new style technical and specialist vehicles, technical rescue units or versatile powered water craft, researching assets such as domestic evacuation escape hoods, Ultra High-Pressure Lances, smoke curtains and water safety equipment, along with seeking assets that support the evolution of the firefighter's role in keeping communities safe.

This strategy seeks to inform the workforce and stakeholders of the improvements that we will seek to employ as part of our ever evolving landscape and role. In identifying those areas of compliance which must be responded to we will invest in new equipment training and operating systems to ensure Best Value is achieved.

Procurement is and will remain at the forefront as we develop. Our engineering category specialist is a key partner with our engineering team providing robust scrutiny and support as we identify and plan our equipment profile and vehicle replacement programme.

We will work collaboratively with internal staff, representative bodies and departments such as health and safety, training and assurance, along with our IRMP team and Fire Authority members to ensure our provision meets the needs of the modern fire and rescue service.

This strategy will drive the efficiencies we can deliver through a shared strategic fleet, shared contracts and management systems with our FRS neighbours, seeking opportunities with our Blue Light colleagues to enhance our effectiveness in delivery across our geographical domain.

This strategy also seeks to mobilise internally how we will start to address the central government and local authority drive to reduce our carbon footprint and environmental impact on society.





## ESFRS Strategic Synergies

There are a number of reasons why our key strategies are so important and drive our business and our approach. They are a vital part in our planning framework and each supports our Integrated Risk Management Plan - Planning for a Safer Future 2020- 25 and the resulting action plans form the Corporate Plan. In addition to setting out how we will deliver our aims, they also feed into our planning cycle to inform our future priorities.

The Fleet and Equipment Management Strategy provides a comprehensive and integrated approach to the management of the Authority's fleet and associated operational equipment assets. The Operational Support Plan and more detailed engineering thematic plan which sit under this strategy will continue to evolve through time and reflect changes based on current and predicted working practices, legislation, environmental developments, technology and budgets.

The Fleet and Equipment Management Strategy will interact with, and inform, other strategic decisions and plans to reinforce the effective management of ESFRS as set out on the next page.

Plan	Outline direction
Integrated Risk Management Plan (IRMP)	The IRMP sets out the Authority's assessment of local risk to life and, in line with this assessment, how resources will be deployed to address these risks. The IRMP will be supplemented by annual objectives and associated programmes and projects that deliver the required improvements.
Medium-Term Financial Plan (MTFP), including Revenue and Capital Budgets	The MTFP sets out the Authority's financial position over the medium-term and ensures resources are managed effectively and revenue and capital budgets are aligned with corporate objectives.
Service Delivery Strategies	Response and Resilience, Prevention and Protection and Fleet and Equipment strategies.
Directorate Plan	Service Delivery Support Directorate overview of priorities and objectives
Fleet & Equipment Management (Engineering) Thematic Plan	We will maintain an iterative thematic plan to document key 'in-year' work activities that contributes to the realisation of the Fleet and Equipment Strategy and responds to the development and delivery of the engineering function.
Equipment Lifecycle and Profile	The Engineering equipment profile sets out the Authority's equipment management arrangements and considers the living policy and replacement schedule for each vehicle or specialist response group.
Fleet/ Vehicle replacement programme	An internal plan designed to co-ordinate the fleet needs of the service on an annual basis with a longer term view of the needs and use of assets with a service life ranging from 3 to 15 years.

## Approach to efficiency

As a publicly-funded Fire and Rescue Service, people expect us to use our resources responsibly and efficiently. We have been rising to this challenge in seeking to share services with neighbouring services, collaborating to improve our practices and eliminating spend where it is no longer required.

We have defined through our IRMP the many and varied risks across our service area - past, present and future. This enables us to consider how best to deploy our resources in terms of appliances and equipment to provide the most effective response to emergencies across East Sussex and Brighton and Hove. The results of the analysis have enabled us to focus our attention over the next four years to improve our service delivery and reduce the risk our communities are facing.

As a result of this research there are changes we want to make to our engineering department including structure and working practises, considering the wider use and progressive changes to our estate, along with a fundamental review of our contractual arrangements in order to support our journey of improvement. Theme 2 supports this approach and further defines the work streams we will adopt.





## Environmental considerations

In considering our societal impact, we will work to secure the best possible outcomes for our environment, collaborating in research with industry specialist and vehicle providers with the purpose of reducing our carbon footprint whilst ensuring a sustainable fleet profile.

Societal expectations will place increasing pressure on public sector services to lead the way in meeting and exceeding environmental standards at an accelerated rate. This is reflected in the Climate Emergency Declarations and 'Net Zero Carbon by 2030' targets.

Analysis of the current environmental impact of the fleet will need to align with the risk determined within East Sussex and align with the Operational Response and Resilience and Prevention and Protection directorate plans. Electronic data management systems that plot and analyse average journey times and vehicle usage profiles will enable fleet department to determine alternative fuel suitability. Engagement with industry developers will ensure we attain the required knowledge and better understand the implications of any proposed infrastructure changes before any alternative fuel systems can be fully adopted. As part of these environmental impacts, this strategy will work to identify our current carbon footprint, and plan an effective transition to a low/zero carbon fleet. Further exploration can be found under the 4th theme of reducing our environmental impact.

## Sustainability

The service will ensure its fleet balances the need for operational effectiveness and fleet sustainability. In particular, the following areas will be the subjects for consideration over the next five years:

- The fuel management system
- Revised vehicle specification to take into account environmental concerns including the introduction of the Euro 6 emissions standards
- The use of 'Ad Blue' on new heavy vehicles to meet more stringent emissions standards
- Investigate alternative fuels feasibility, including electric vehicles
- Manufacturer's environmental policies
- The use of sustainable/renewable materials in the production of vehicles
- The use of lighter weight materials to reduce overall vehicle weights and therefore increase fuel efficiency
- The use of plastic bodies to improve service life and offer the potential for reusing bodies on new chassis.



# Collaboration

With a legal duty to collaborate, the primary focus of East Sussex Fire and Rescue Service is to work in partnership with our communities and with others in the public, private and third sectors on prevention, protection and response to improve the safety and wellbeing of people throughout East Sussex and Brighton and Hove.

Fire and rescue authorities must collaborate with other fire and rescue authorities to deliver interoperability (between fire and rescue authorities) and interoperability (with other responders such as other emergency services). Fire and rescue authorities must collaborate with the National Resilience Lead Authority to ensure interoperability is maintained for National Resilience assets.

Collaborating with others to ensure resources are providing best value and minimising risk to the communities that ESFRS serves must be a key priority. Working with others in collaboration does present challenges and should always be in the public's interest. There are numerous drivers for collaboration, both internal and external to ESFRS. These can directly or indirectly benefit the way we deliver our services. Importantly, the decision to collaborate must be more than the drive to realise financial benefits. The focus of any collaboration should be the ability to add value to the communities we serve. The benefits of collaboration are:

- **Increased Effectiveness:** Working with others will enable us to deliver the services our communities need in a timeframe they want. Collaboration has the potential to increase our capacity by gaining access to a broader range of skills, resources and information, increasing our ability to delivered improved services and becoming more resilient as a Service.
- **Improved Public Safety:** Collaboration may result in the further sharing of buildings, information and staff. The net result of these changes can contribute to our corporate Purpose and Commitments.
- **More Resilient Organisation:** Working together with other Services and organisations may result in ESFRS becoming more resilient in the event of spate conditions and other events which affect business continuity.

Examples of where we are collaborating are contained throughout Theme 3 of this strategy.

## Measuring Success

The success of the strategy will be measured against what we have said we will achieve and we will utilise appropriate and timely reviews of the Operational Support and Resilience Business Plan through the use of CAMMS strategy as a corporate reporting tool.

We will also utilise the recommendations from the NFCC Transport Operations Group to ensure that we are following nationally identified and agreed best practice process. We were inspected by Her Majesty's Inspectorate of Constabularies and Fire & Rescue Services (HMICFRS) in 2019. The findings from the first inspection in June 2019 concluded that ESFRS was good at responding to fires and other emergencies and good at responding to national risks. We will continue to use the inspection process to assess our improvement within the engineering department. We will focus on improving our people focus within the department to ensure that are staff are valued, well trained and supported to deliver the organisational requirements placed upon them. We will focus on efficient practices that streamline process and reduce expenditure by focussing on in house delivery with well trained and highly professional teams. We will regularly ask for feedback from our operational staff to inform us of our progress with the strategy and the identified outcomes.

We will also measure our success against the recent IRMP plan that drives the changes required to our fleet and equipment provision.

# Overarching Theme: Vehicle and Equipment Management

Our fleet and equipment are essentially the most important physical assets alongside our professional staff, which form the essential element of the workplace in supporting and enabling the frontline of service delivery.

Our vehicles and the equipment that complement them, play a vital part in delivering our service and ultimately making our communities safer. The size, style and make-up of our fleet services and equipment is absolutely influenced by the risk profile that we have reflected through our Integrated Risk Management Plan (IRMP) and offers the most efficient way we manage that risk across our service area.

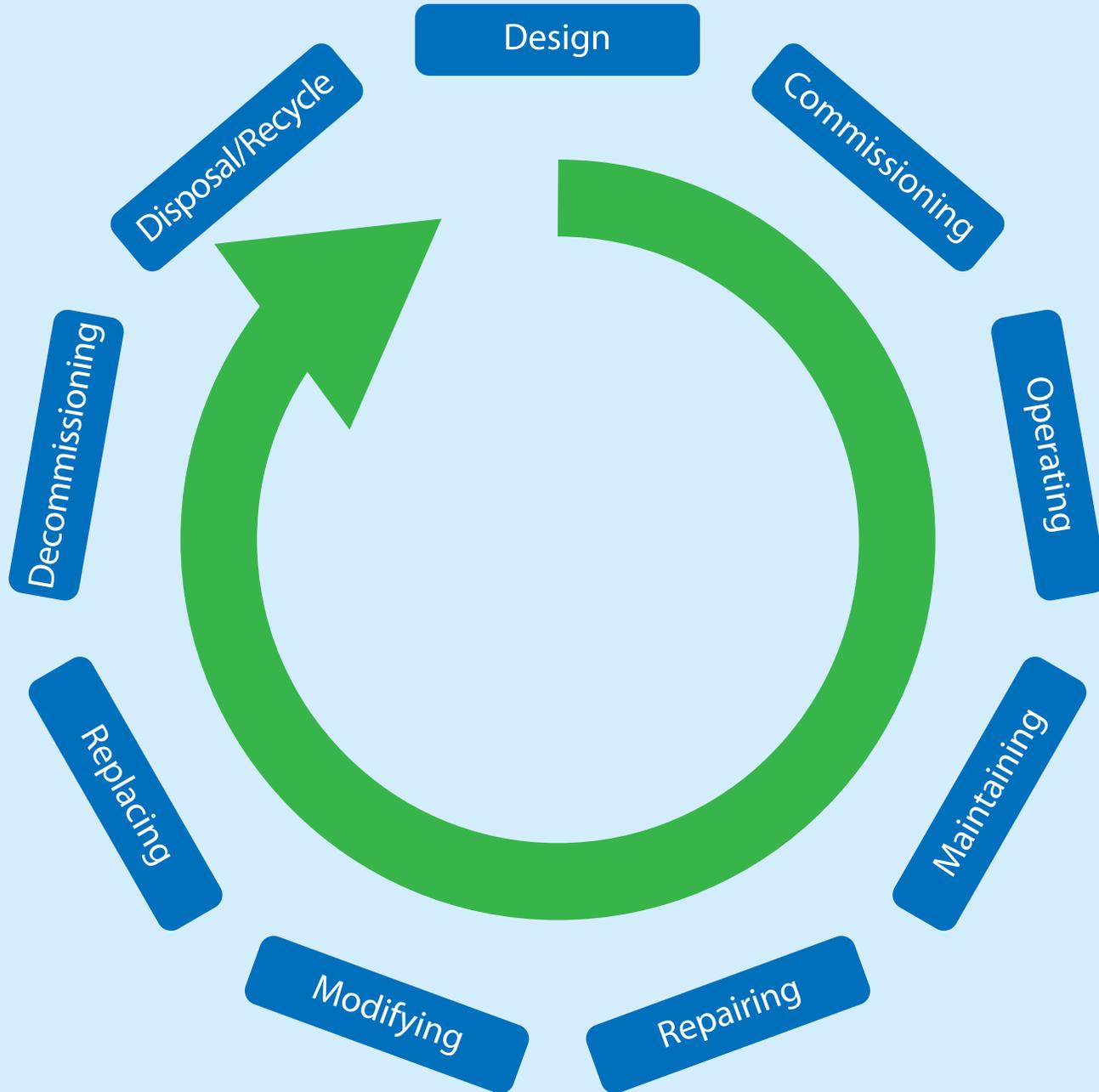
Effective asset management requires appropriate interventions at each stage in the asset lifecycle. The diagram below illustrates the key stages.

Our strategy is developed to complement the prevention, protection, response and resilience activities of the service, and identifies a number of key areas of focus for fleet and equipment management.

We have a wide range of fleet and transport requirements including front line fire appliances, specialist vehicles, pool cars, vans and operational equipment.

Our fleet and engineering department is critical to having the right assets and equipment to deal with the risks of our community and ensuring our colleagues have the right equipment for all tasks to be undertaken. At the heart of our fleet management is our commitment to reducing our carbon footprint and minimising exposure to contaminants.

The planning for both capital and revenue expenditure is key to our management processes enabling us to plan effectively and efficiently, securing Best Value for each and every piece of equipment or vehicle that carries it. Our allegiance with our procurement category specialist will ensure that we follow procurement and contractual rules.



**Design:** - initial scope concept and specification of fit for purpose, stakeholder approved, ergonomic and economic assets.

**Commissioning:** - the authorising, ordering and production process of a purposeful concept or specification into working condition or viable product.

**Operating:** - assurance by provision of guidance or policy or procedure, training assessment of the correct and most efficient way an ESFRS asset, vehicle or device functions, is operated and tested with due consideration for monitoring and controlling its use.

**Maintaining:** - providing systems to assure manufacturer and legal compliance with the use of key performance indicators and exception reports that ensure the security, safety and efficiency of equipment, asset or vehicle.

**Repairing:** - adequate provision and facilities to ensure the asset is able to reach its full life, and can be fixed and rebuilt to retain in service, ensure efficiency rather than cost prohibitive replacement.

**Modifying:** - the ability through the use of in-house or external technicians to make basic or fundamental changes giving an asset or vehicle a new dimension or to serve an alternative or improved function.

**Replacing:** - utilising a capital and equipment replacement strategy which ensures the most efficient use of the asset or vehicle following an end of life or irreparable end point to refresh or redesign with new technology.

**Decommissioning:** - the service has decommissioning processes and responsibilities to ensure the asset is removed from operational service or use and available for disposal or resale.

**Disposal/Recycle:** - following due diligence in accordance with service policy to ensure the realisation of best value to the public through the process of resale or where the asset has no value ensure consideration for recycling, or gifting as part of the disposal strategy.

# THEME 1 - Staff and public safety

## **1.1 ESFRS will have a well trained and equipped workforce from engineering technicians through to strategic managers ensuring that we are fully compliant with health and safety and road user legislation whilst striving to achieve the safest, most modern and environmentally friendly fleet of vehicles to address the risks identified through our IRMP.**

We will embed health, safety and wellbeing in our asset procurement and deployment. Like all employers, ESFRS has responsibilities under the Health and Safety at Work etc. Act 1974 to protect our people in carrying out their duties.

The service, through its Health, Safety and Wellbeing Committee, commits to providing equipment which is suitable for use, fit for purpose and suitably maintained.

We will seek to ensure these commitments are met through early engagement with health and safety professionals from the design phase through the asset lifecycle.

We recognise the impact that the working environment can have on our wellbeing and will work to ensure that all employees have workplaces that are not only safe and secure but that promote dignity and wellbeing.

Securing continuous learning through operational debriefs and the associated recommendations for asset improvement and adaptation.

## **1.2 The Fleet Management Team as part of our response strategy will ensure that our fleet of vehicles are flexible to meet the risk profile and service delivery requirements across the diverse communities of East Sussex.**

Our Operational Response Review was the most significant piece of operational risk analysis work we have undertaken in recent years. We began by identifying the many and varied risks across our service area - past, present and future. This enabled us to consider how best to deploy our resources in terms of firefighters, appliances and equipment to provide the most effective response to emergencies across East Sussex and Brighton and Hove.

### **1.3 We will ensure a robust and effective whole life profile across our fleet and equipment.**

Our Appliances Equipment and Policy Implementation Group (AEPiG) meeting schedule and processes bring together key stakeholders with a shared interest and desire for the provision of the highest quality vehicles, equipment, uniform and PPE ensuring we seek quality products from ethical suppliers whilst seeking value for money.

This process exists to ensure that decisions to review, monitor and approve procurement of assets are consulted and challenged before adoption and then further improve our supply.

We will seek to be at the forefront of firefighting technology, adopting procedures and equipment that reach the highest specifications, whilst investing in our people through the procurement of the most up-to-date, effective and efficient assets available.

We will ensure that all asset investments are supported by a robust business case, detailing volume, scale and quality requirements clearly, whilst quantifying whole life costs.

### **1.4 With Specialist support and funding we will explore technologies that support data telematics with CCTV systems to support staff safety, efficient driving practises and ultimately safer working environments for all**

We will secure the installation of Advanced Telematics and CCTV technology appropriate to our varying fleet vehicles. Advanced Telematics will assist in determining our carbon footprint and air pollution impacts. Analytical data gained from this monitoring will inform fleet maintenance and replacement strategies, potential small fleet reduction and consolidation and a future plan to identify where to locate the fleet to support the ongoing delivery of the Operational Response Plan concluded through the IRMP as efficiently as possible.

CCTV vehicle mounted cameras, will provide a welfare provision and assurance for the safety of our fleet users along with efficiencies in insurance premiums and provide a valuable tool for accident and incident investigation.

## THEME 2 - Efficiency and Effectiveness

### **2.1 We will develop management solutions aligning key performance measures which track and audit equipment and asset tracking systems that ensure we improve efficiency in ordering, storing and monitoring of supplies.**

There are a number of potential benefits that may be derived from fleet monitoring alongside our current telematics system and our latest improved telematics system provided as part of the ongoing vehicle replacement programme:

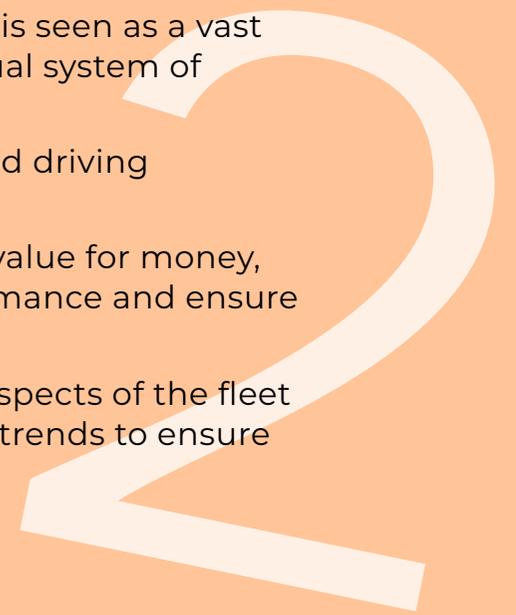
- The Driving at Work guidelines published by the Health and Safety Executive/Department for Fleet places more responsibility on employers to manage work related road safety
- Live vehicle utilisation information
- Provide information on driving techniques to cut fuel consumption/exhaust emissions with the added benefit of reducing costs
- Use the information obtained to structure the driver training programme
- Help to reduce accidents by understanding cause and using failure as an opportunity strategy
- Support testimony in the current climate of claims culture.

Utilising a telemetry tracking system along with a potential driver ID/allocation is seen as a vast improvement and would alleviate the need for the current time intensive manual system of driver's records of journeys.

As a service seeking to educate on areas such as road safety, we encourage good driving behaviour by anyone that drives a service vehicle.

With the evolving role of the fire service and the continued pressure to deliver value for money, ESFRS must keep abreast of technological advances in order to improve performance and ensure value for money.

We will assess and design appropriate technological advancements across all aspects of the fleet operation and undertake effective evaluation of any advancements or industry trends to ensure



that we realise opportunities and enhance performance across the service. We will increase engagement with suppliers and manufacturers to better understand their design and delivery processes, conducting research and evaluating other FRS concept projects where appropriate, enabling us to accurately assess the value and relevance of any new project or design.

**2.2 The service will fully engage with the Fire and Rescue Indemnity Company (FRIC) which it joined in 2019.**

FRIC meets the needs of Fire and Rescue Services and works on a philosophy of sharing risk information and organisational learning from incidents involving successful claims. This will improve efficiency and help us to avoid risks that have affected other fire and rescue services. This will further support future vehicle or equipment developments and ensure that we are mitigating against further insurance claims. In doing so this action will further be supported by 360 camera and telematics provision as detailed in 1.4

**2.3 Fleet managers and Finance business partners will constantly review and develop a revised fleet replacement programme that reflects the Integrated Risk Management Plan and Operational and Response and Resilience Strategy providing a capital replacement programme that gives clarity on capital and revenue budgetary requirements.**

**Capital**

Capital expenditure is the term used to describe the acquisition of assets that have a long- term value to ESFRS. The Fleet Service capital expenditure will form part of the Authority's capital strategy and will be drawn from the replacement cycle of vehicles and equipment. There are some complexities around capital purchase so activity in this area is orchestrated in collaboration and under the scrutiny and support of the Finance department. This assures the Fire Authority can realise the best solutions for all capital investments and revenue impacts throughout the lifecycle for vehicle replacement.

# THEME 2 - Efficiency and Effectiveness

## Revenue

The Fleet Service Revenue Budget will be heavily influenced by the Capital Asset Replacement Programme mentioned above. It is unlikely despite best endeavours that year-on-year capital spending will remain constant and there will be related fluctuations in the costs incurred in the revenue budget.

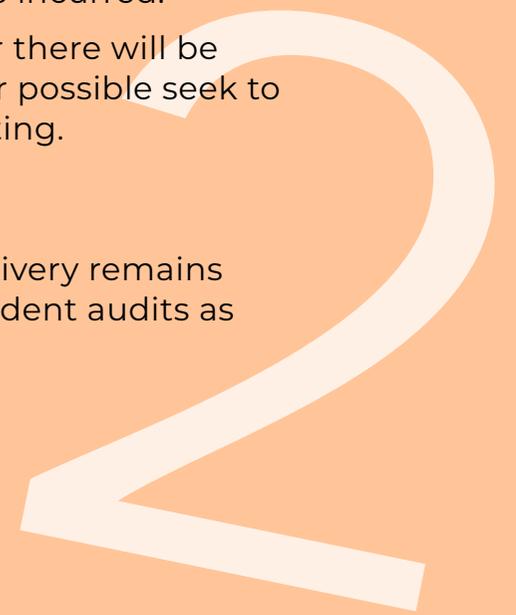
To even out revenue expenditure it will be necessary to concentrate on the level scheduling of vehicle purchases over an anticipated lifespan, or to accept that fluctuations will occur between different years. The positive adoption of Star chambers will afford any such pressures and bids to be fully considered and assessed prior to setting the budget forecast. Pressures and efficiency bids will be raised and included with due consideration afforded to fully appreciate potential revenue consequences from capital purchases. Wherever possible the consideration for whole life vehicles with associated large unit, whole life equipment cost should be joined and considered as capital expenditure.

The contingency to counter this would be to accurately forecast and monitor the predicted budget allocation for procurement in the years that they are likely to occur. A similar concept applies to vehicle maintenance expenditure - as vehicles age, more costs will be incurred.

Unless the same numbers of vehicles of the same type are purchased each year there will be fluctuations in vehicle maintenance expenditure. The department will wherever possible seek to smooth these fluctuations and enable more even and accurate budget forecasting.

### **2.4 We will continue to review and improve our performance.**

Our results will be benchmarked by our assurance framework to ensure our delivery remains efficient and effective, building in periodic peer review, inspection and independent audits as appropriate.





# THEME 3 - Collaboration

## **3.1 ESFRS will ensure that we engage and support the work of the National Fire Chiefs Council (NFCC) Transport Operations Group.**

Our fleet management team will continue to engage and consult in the NFCC Technical Officers Group (TOG). This will ensure that the sector experts lead the direction of our fleet team whilst securing Best Practise and Best Value. We will ensure the aligning of our working practices with this group to maximise the time any appliance is available for use.

## **3.2 ESFRS will seek collaboration opportunities with our neighbouring Fire and Rescue Services through the 4F and 3ES collaboration forums to maximise procurement efficiencies and to ensure synergy across activities and vehicles to support cross boundary and multiagency working.**

Strategic managers across both East and West Fire and Rescue Services have identified the potential for a combined fleet management team. Both ESFRS and WSFRS Senior management teams are supportive of exploring this proposal. This shared strategic fleet engineering manager position acts as an enabler to review and implement further proposals for change that may afford East and West Sussex Fleet and engineering teams to potentially fully merge functions, contracts and resources.

Through 4F collaboration with West Sussex, Kent and Surrey Fire and Rescue Services we will use leverage to secure relationships with suppliers through the effective management of Service Level Agreements (SLAs) and Key Performance Measures (KPMs). We will conduct regular reviews and identify areas for continuous service improvement and areas for collaboration for mutual benefit and improved efficiency.

Actively engaging, supporting and evaluating the benefits of collaboration opportunities, with emergency services and key partners, to improve the efficiency and effectiveness of the service.



### **3.3 In collaboration we will carry out research on new equipment and industry developments to improve effective ways of working along with health and safety in the use of appliances and equipment.**

This work will be complemented by broadening our horizons by linking external providers to the NFCC and the Fire sector to identify innovations that could benefit the emergency services. We will work with our frontline emergency service and council fleet colleagues to find opportunities, gain greater awareness of fleet management systems and equipment management development.

### **3.4 ESFRS will engage with Stakeholders effectively**

It is vital that our frontline colleagues have confidence in the equipment and vehicles that they use on a daily basis. This is important not only for practical operational efficiency but for the morale, motivation and safety of our colleagues. Fleet assets need to be developed and procured with a detailed understanding of the environment that they will be operated within and be reflective of working practices and associated risks. We will engage with users throughout the lifecycle, sharing trends in the industry to identify emerging solutions that would most benefit our community and risk reduction. This will enable us to target industry and supplier engagement, helping us influence development based on colleague's feedback, benefitting both suppliers and our communities.

Requirements will need to represent value for money and we will need to work closely with end users to ensure that needs are prioritised appropriately based on a detailed analysis of cost versus benefit/risk reduction. Consultation and engagement activities will be common place, as such engineering teams will engage with users on all aspects of the vehicles and equipment, including suitability, difficulties, reliability and replacement. We will use current communication channels and develop these to inform the wider organisation of fleet activity and development in a timely manner. This will be achieved via our Appliances Policy and Equipment Implementation Group (APEIG).

# THEME 3 - Collaboration

We will ensure we procure the most suitable and appropriate fleet and associated equipment by:

- Continuously reviewing and developing the operational vehicles and equipment framework and processes to improve decision making and support the IRMP while securing a whole lifecycle approach
- Investigating and exploiting new and emerging technologies to reduce the risks to communities and staff identified in our community risk profile; and improve efficiency and effectiveness of the Service
- Establish and share a centralised fleet and equipment stores facility and combined procurement of spares to yield potential savings
- Ensuring we continue to deliver a cost effective, fit for purpose, sustainable procurement strategy.

In order to achieve the best possible investment we will ensure that the end user is at the forefront of decision making in terms of concept design, specification, stowage and implementation, through to disposal for all vehicles and associated equipment.

## **3.5 ESFRS will consider opportunities for shared facilities, workshops and collaborations with other emergency services.**

Reviewing facilities available to all services and identify key locations for the required facilities/ activities. This includes a dedicated heavy vehicle maintenance area, a dedicated light vehicle maintenance area complemented with dedicated storage facilities. This will be considered in line with any potential ITF project for shared workshops and collaboration with external partners.





# THEME 4 - Reducing Environmental Impact

**4.1 Over the next decade the Government has proposed significant changes in environmental regulation and requirements surrounding vehicles and vehicle management, including air quality related restrictions, whole life-costing considerations in vehicle procurement and the proposed ban on the sale of diesel and petrol vehicles from 2030. ESFRS will monitor developments and act accordingly in good time.**

We have a significant role to play in protecting the environment such as reducing the volume of carbon emissions created by emergency situations, and by reducing the risk of fire and other emergencies through our approach to fighting fires and fire prevention. We recognise that the benefits in doing this can also have wider ranging positive effects such as improving the health and wellbeing of people living and working in East Sussex and the City of Brighton & Hove. The Fleet and Equipment Management Strategy will aid the Service in meeting its obligations in relation to working towards carbon neutrality by:

- Protecting the natural environment in the way we respond to incidents along with the methods we adopt to fight fires and other sector related incidents analysing and evaluating new and emerging firefighting technologies and the impact on the environment
- Ensure the operating picture follows the use and deployment of equipment and resources against national operational guidance
- Developing our fleet and response vehicles to aspire to meet the aspirations of a net zero carbon emissions by 2030
- Develop along with the energy saving trust a baseline evaluation of our carbon footprint in developing a carbon strategy
- Working with partners and transport operations groups to support the development of alternate fuel provisions for emergency response or organisational fleet vehicles
- Adopting 14001 environmental fleet management systems to ensure the effective monitoring and data collection, to inform our vehicle use, driving performance and use at operational incidents.



Several environmental initiatives are currently in place within the Fleet Service:

- Emissions testing as part of routine servicing
- Recycling of lead, acid and other batteries
- Environmentally safe disposal of waste engine oil and other engine and vehicle fluids
- Recycling of scrap metals including aluminium ladders
- The introduction of Continuously Regenerating Trap (CRT) exhaust particulate filters to certain vehicles to reduce soot /carbon emissions
- The use of fuel additives to ensure the highest level of fuel particulate combustion

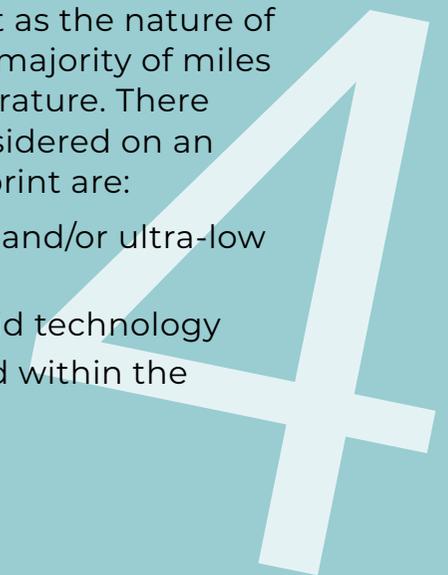
#### 4.2 Carbon Footprint Analysis

ESFRS is a member of the Energy Saving Trust who are determining our current baseline carbon footprint and will offer avenues of improvement in this arena.

By studying the current fuel use within our fleet it will be possible to calculate our fleet's carbon footprint. As new technology is introduced into the fleet, the current fuel usage of the ESFRS fleet will reduce as will our carbon footprint.

There is a substantial amount of maintenance required for our current HGV fleet as the nature of the service dictates that vehicles will operate on short unplanned journeys. The majority of miles covered are undertaken before the power unit reaches normal operating temperature. There are also a number of legal, safety and environmental issues that need to be considered on an ongoing basis. Specific areas we will focus on to reduce the service carbon footprint are:

- Strategic replacement of fleet under natural replacement lifecycle to electric and/or ultra-low emission variants
- Consideration for alternative fuel propulsion systems such as Hydrogen, hybrid technology
- Premature vehicle replacements where normal asset plans cannot be aligned within the appropriate time frame



- Hybrid-drive conversion of existing fleet where possible or practical
- Development of the associated refuelling infrastructure (e.g. electric vehicle charge-points). Activities are also being undertaken to engage with the national Fire and Rescue Sector (FRS) in the research and development of a zero emissions fire appliance.



# Three year Strategy Action Plan that is captured in Service Delivery Support Directorate Plan

## Priorities for year 1 per themes 2021/22

What we will do	Key milestones including final completion	Performance targets/success measures
<b>Theme 1 - Staff and public safety</b>		
Secure improved CCTV and telemetry systems to capture image and data, ensure more effective monitoring of our fleet and reduce fuel consumption, vehicle accidents and ensure driver compliance with professional standards.	Jan 22	Reduction in vehicle accidents, fuel consumption and increase in driver compliance and reduced insurance premiums
We will embed health, safety inspections across our work estate in the engineering department	March 22	Reductions in health sans safety incidents
We will invest in training for our engineering team in all light and heavy fleet and equipment following a training needs analysis exercise.	March 22	Well trained staff

## Theme 2 – Efficiency and Effectiveness

Secure the maximum benefit from the proposed efficiencies.	Jan 22	Reduction in vehicle accidents, fuel consumption and increase in driver compliance and reduced insurance premiums
Review internal maintenance provision against outsourced contracts.	November 21	Monitoring and achievement of savings and efficiencies
Review the formulation of a more efficient programme of cyclical safety inspections and major servicing regimes.	November 21	Compliance with road safety regulation
Review the current engineering estate as a working environment, and evaluate a whole service provision for suitable LGV, light fleet and equipment storage facilities.	March 22	Fit for purpose facilities for fleet servicing
Explore opportunity to reduce spend with fleet category specialist with shared contracts/shared facilities, evaluate economies of scale through large scale provision of consumables.	Ongoing	Reduce revenue budget
We will continue to review and improve our performance and embed the performance and assurance framework	March 22	KPI reporting and monitoring in place.
Implement the Fleet and Equipment Management thematic plan	September 22	Departmental objectives

### Theme 3 – Collaboration

<p>Implement the governance structure required to enable a single strategic manager to manage two teams across different organisations and different political landscapes.</p>	<p>APR 21</p>	<p>Recruitment of strategic manager</p>
<p>Review current external contracts and look at any collaboration opportunities between East and West Sussex Fire and Rescue Services.</p> <p>Review facilities available to both services and identify key locations for the required facilities/activities. This includes a dedicated heavy vehicle maintenance area, a dedicated light vehicle maintenance area complemented with dedicated storage facilities. This will be considered in line with any potential ITF project for shared workshops and collaboration with SECAMB.</p>	<p>November 21</p> <p>Mar 22</p>	<p>Efficiencies across services through procurement</p> <p>Efficiencies across services through collaboration</p>

## Theme 4 – Reducing Environmental Impact

<p>We will work to protect the natural environment in the way we respond to incidents along with the methods we adopt to fight fires and other sector related incidents and analyse and evaluate new and emerging firefighting technologies and the impact on the environment</p>	<p>Ongoing</p>	<p>Measuring success through incident debrief and organisational learning</p>
<p>Developing our fleet and response vehicles to aspire to meet the aspirations of a net zero carbon emissions by 2030</p> <p>Review facilities available to both services and identify key locations for the required facilities/activities. This includes a dedicated heavy vehicle maintenance area, a dedicated light vehicle maintenance area complemented with dedicated storage facilities. This will be considered in line with any potential ITF project for shared workshops and collaboration with SECamb.</p>	<p>Ongoing</p> <p>Mar 22</p>	<p>Reduction in emissions by movement to alternative fuel.</p> <p>Efficiencies across services through collaboration</p>

## Priorities for year 2 2022/23

What we will do	Key milestones including final completion	Performance targets/success measures
<b>Theme 1 - Staff and public safety</b>		
Review all policies and procedures and align best practice so that engineering teams are working within the parameters of the CFOA (NFCC) Transport Operations Group's Fleet Management best practice manual.	Dec 22	Policies reviewed and in date
We will invest in training for our engineering team in all light and heavy fleet and equipment  Develop internal fleet management systems that provide a robust auditing process to provide a robust and compliant system allowing access to management information relevant to the KPMs developed.	Ongoing  March 23	Well trained staff  Introduction of performance framework
Explore opportunity to reduce spend with fleet category specialist with shared contracts/shared facilities, evaluate economies of scale through large scale provision of consumables.	Ongoing	Reduce revenue budget

### Theme 3 – Collaboration

We will work to protect the natural environment in the way we respond to incidents along with the methods we adopt to fight fires and other sector related incidents and analyse and evaluate new and emerging firefighting technologies and the impact on the environment

Ongoing

Measuring success through incident debrief and organisational learning

Developing our fleet and response vehicles to aspire to meet the aspirations of a net zero carbon emissions by 2030

Ongoing

Reduction in emissions by movement to alternative fuel.

## Priorities for year 3 2023/24

What we will do	Key milestones including final completion	Performance targets/success measures
<b>Theme 1 - Staff and public safety</b>		
Explore opportunities to introduce apprentices back into the service allowing workforce succession planning for the future.	Apr 24	Apprenticeship scheme in place
We will invest in training for our engineering team in all light and heavy fleet and equipment	Ongoing	Well trained staff

## Theme 2 – Efficiency and Effectiveness

Explore opportunity to reduce spend with fleet category specialist with shared contracts/shared facilities, evaluate economies of scale through large scale provision of consumables.	Ongoing	Reduction in revenue budget
Develop systems and internal governance to enable the introduction of ISO 9001 accreditation.	Sep 23	Attain accreditation
Update our approach to vehicle renewals reducing our overall fleet size of fire Appliances and specials in line with IRMP 2020.	March 24	Reduction in fleet
Review the departmental infrastructure and resource structure to seek efficiencies in delivery.	April 24	Effective restructure/ alignment

### Theme 3 – Collaboration

Investigate the appetite for a merged departmental function with WSFRS WSCC.	Apr 25	Development of business case
Implement a single team structure and future proof facilities plan to provide a resilient and effective outcome. Establish and share a centralised fleet and equipment stores facility, combined procurement of spares to yield potential savings.	Depending on outcome business case	Development of business case

## Theme 4 – Reducing Environmental Impact

<p>Complete the Light Fleet Review- seeking alternative fuel use and low emission vehicles, seek to share vehicle use and reduce unnecessary travel.</p>	<p>January 24</p>	<p>Reduction in emissions and reduction in vehicle movements</p>
<p>We will work to protect the natural environment in the way we respond to incidents along with the methods we adopt to fight fires and other sector related incidents and analyse and evaluate new and emerging firefighting technologies and the impact on the environment</p>	<p>Ongoing</p>	<p>Measuring success through incident debrief and organisational learning</p>
<p>Developing our fleet and response vehicles to aspire to meet the aspirations of a net zero carbon emissions by 2030</p>	<p>Ongoing</p>	<p>Reduction in emissions by movement to alternative fuel.</p>

## Priorities for year 4 2024/25

Theme 3 – Collaboration		
Investigate the appetite for a merged departmental function with WSFRS WSCC.	Apr 25	Development of business case
<p>Implement a single team structure and future proof facilities plan to provide a resilient and effective outcome. Establish and share a centralised fleet and equipment stores facility, combined procurement of spares to yield potential savings.</p> <p>Undertake a project review identifying any additional efficiencies or project variances to provide best practice and assure stakeholders of value for money across East Sussex Fire and Rescue Service, West Sussex County Council and West Sussex Fire and Rescue Service. Any additional benefits or strategic direction outlining potential opportunities or efficiencies that may be realised from further collaboration should be considered during this period and included in the project’s longer term proposals.</p>	<p>Depending on outcome business case</p> <p>Dec 25</p>	<p>Development of business case</p> <p>This project will be the enabler to expand on the collaboration and aligning of other departments and structures to further support the duty to collaborate across the sector.</p>

## Theme 4 – Reducing Environmental Impact

Adopting 14001 environmental fleet management systems to ensure the effective monitoring and data collection, to inform our vehicle use, driving performance and use at operational incidents. Consider the implementation of ISO 14001 environmental fleet management systems.

MAY 24

Accreditation against ISO 14001



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**Overview of current fleet assets as at 1 March 2021**

Fire Engines (including reserves)	42
Specialist Front Line Vehicle	19 (2 rope rescue, 2 Technical Rescue Unit, 2 Incident Command Unit, 6 land rover, 1 Unimog, 1 bowser, 1 DP, 1 multipurpose, 3 hook lifts)
Specialist Vehicle – ALPs	3
Response Cars	40
Vans/support vehicles	22
Pool cars/station vans	38
Fire bike	1

**Post IRMP Provision of vehicles**

Fire Engines (including reserves)	36
Specialist Front Line Vehicle	18 (1 rope rescue, 1x hazmat, 2 Technical Rescue Unit, 2 Incident Command Unit, 4 4x4 sprinter units, 1 Unimog, 1 bowser, 2 DP multipurpose, 3 hook lifts)
Specialist Vehicle – ALPs	3/4
Response Cars	40
Vans/support vehicles	22
Pool cars/station vans	38
Fire bike	1

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## Sustainability Checklist for strategies

All strategies require you to consider the environmental and sustainability section included in the strategy template.

Aspect	Positive	Negative	N/A
<b>Delete row</b>			
<b>1. Community Participation</b>			
a) encourage local action and decision making			NA
b) improve the sense of community	Y		
c) take account of and/or empower underrepresented groups	Y		
<b>2. Economy and Work</b>			
a) assist low income/disadvantaged groups			NA
b) increase employment/vocational training opportunities	Y		
c) provide opportunities for local businesses	Y		
<b>3. Health</b>			
a) reduce factors that contribute to ill health (diet, poverty, lifestyle, etc.)	Y		
b) improve health facilities			NA
c) provide healthy and safe working environments for staff	Y		
<b>4. Equality and Opportunity</b>			
a) increase facilities for the young, elderly, or special needs groups			NA
b) increase life-long learning opportunities	Y		
c) promote citizenship – e.g. racial or religious understanding			NA
<b>5. Transport</b>			
a) promote or improve access to public transport			NA
b) encourage walking or cycling			NA
c) discourage unnecessary use of motor vehicles, thus reducing emission levels	Y		
d) improve the transport network	Y		
<b>6. Pollution</b>			
a) reduce pollution of air, water and/or land	Y		
<b>7. Energy</b>			
a) reduce energy use and/or improve energy efficiency	Y		
b) generate energy from renewable sources	Y		
<b>8. Environment</b>			
a) create quality green space for community use			NA
b) benefit biodiversity			NA
c) conserve and enhance the built heritage			NA
d) protect character of landscape and/or townscape	Y		
e) encourage sustainable production (e.g.- in case of procurement)	Y		

f) use sustainable design and construction techniques	Y		
<b>9. Waste and Resources</b>			
a) reduce amount of waste produced or reuse existing products	Y		
b) encourage recycling or the use of recycled products	Y		
<b>10. Asset Management</b>			
a) ensure best value in the use of the Fire Authority's built assets	Y		
b) take account of and seek to minimise whole lifecycle cost of the Fire Authority's built assets	Y		
<b>11. Human Resources</b>			
a) ensure efficiency in the use of human resources	Y		

### Equality Impact Analysis Record (Inclusion Risk and Benefits)

This form should be completed in conjunction with EIA Tip Sheet and Key

Part 1 – The Document				
1	Name of Policy, Procedure, Activity, Decision or Service:	ESFRS Fleet and Equipment Strategy 21-25		
	Status of PPADS (please tick)	<input checked="" type="checkbox"/> <b>NEW CHANGING</b>	<input type="checkbox"/> <b>UNDER REVIEW</b> <input type="checkbox"/> <b>EXISTING</b>	<input type="checkbox"/>
2	a. Main purpose of PPADS:	Implements a service strategy	b. Project Manager and Process owner:	ADOSR
	c. Project/processes this PPADS is linked to:	Fleet and equipment provision Engineering practices Procurement practice		
3	List the information, data or evidence used in this analysis:	research carried out for strategy		
Part 2 - Analysis				
Characteristics	Neutral Impact (x)	Negative Impact* (Risk Assess & score)	Positive Impact (x)	Narrative Section, detail below why and how you scored impact, you should consider:  What are the risks &/or negatives, benefits and or opportunities to that Protected Characteristic?  You <u>will</u> need evidence to support your Analysis.
A person of a particular age	<input checked="" type="checkbox"/>		<input type="checkbox"/>	Considered but not applicable
A disabled person	<input checked="" type="checkbox"/>		<input type="checkbox"/>	risk profile in use for the IRMP help shape our needs in terms or response within the community
A person of a particular sex, male or female	<input checked="" type="checkbox"/>		<input type="checkbox"/>	all aspects of diversity are considered in the specification

				and design / commissioning of new appliances or equipment
Pregnancy, Maternity, Marriage or Civil Partnership	<input checked="" type="checkbox"/>		<input type="checkbox"/>	Considered but not applicable
A person of a gay, lesbian or bisexual sexual orientation	<input checked="" type="checkbox"/>		<input type="checkbox"/>	Considered but not applicable
A person of a particular race	<input checked="" type="checkbox"/>		<input type="checkbox"/>	Considered but not applicable
A person of a particular religion or belief	<input checked="" type="checkbox"/>		<input type="checkbox"/>	Considered due to a full impact analysis of each piece of equipment to ensure safety is not compromised and end user are fully consulted

Transgender a person whose gender identity/expression does not make their assigned sex	<input checked="" type="checkbox"/>		<input type="checkbox"/>	as above
<b>Community considerations</b> Application across communities or associated with socio-economic factors considering the 10 dimensions of Equality	<input type="checkbox"/>		<input checked="" type="checkbox"/>	a positive impact working with the local community and businesses as part of the procurement and environmental considerations of this strategy
Criminal convictions	<input checked="" type="checkbox"/>		<input type="checkbox"/>	Strategy fully considers the rural and urban requirements for access and Fire sector operations.
Rural living	<input type="checkbox"/>		<input checked="" type="checkbox"/>	
Human rights	<input checked="" type="checkbox"/>		<input type="checkbox"/>	

Part 3 – The results			
	Yes	No	
Are there negative scores in <b>Low</b> ? (see guidance)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<i>If Yes, list any actions required to adjust the activity and any mitigation you will implement in the action plan below in <b>section 6</b></i>

Were positive impacts identified?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<i>If No, I &amp; D will contact you about this</i>
Are some people benefiting more than others? If so explain who and why.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Are one or more negative scores in <b>Medium</b> or <b>High</b> ? (See guidance)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<i>If Yes, Contact I &amp; D for further consultation</i>
<b>Part 4 - Consultation, decisions and actions</b>			
If medium or high range results were identified who was consulted and what recommendations were given?			
NA			
Describe the overall decision on this Policy, Procedure, Activity, Service or Decision:			
the strategy will be approved by SLT and Fire Authority and will be implemented in line with the ESFRA other inclusion commitments			
List all actions identified to address/mitigate negative risk or promote positively			
<b>Action</b>	<b>Responsible person</b>		<b>Completion due date</b>
When, how and by whom will these actions be monitored?			
<b>Part 5 – Sign Off</b>			
Created by (Print Name): Nigel Cusack	Department: Operational Support and Resilience		
Signature**Nigel Cusack	Date: 18/3/21		
<b>To be completed by Equalities Team</b>			
Signature**	EIA number:		
Assessment date:	Review date:		

**\*\* Please type your signature to allow forms to be sent electronically\*\***

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**EAST SUSSEX FIRE AUTHORITY**

**Date** 02 September 2021

**Title of Report** Responsible Procurement Policy

**By** Duncan Savage, Assistant Director Resources/Treasurer

**Lead Officer** Claire George, Procurement Manager

**Background Papers** None

- Appendices**
1. CPS02\_11\_V1 Responsible Procurement Policy Manual Note
  2. Responsible Procurement Policy – Guidance for Staff

**Implications**

<b>CORPORATE RISK</b>	✓	<b>LEGAL</b>	✓
<b>ENVIRONMENTAL</b>	✓	<b>POLICY</b>	✓
<b>FINANCIAL</b>	✓	<b>POLITICAL</b>	
<b>HEALTH &amp; SAFETY</b>		<b>OTHER (please specify)</b>	
<b>HUMAN RESOURCES</b>		<b>CORE BRIEF</b>	

**PURPOSE OF REPORT** To seek approval of the adoption and implementation of the Responsible Procurement Policy.

**EXECUTIVE SUMMARY** Responsible Procurement is the act of procuring goods, services, or works in a manner that is considerate of the impact, both positive and negative, that the Authority may have on the environment, the economy, our community and society in general.

The Public Services (Social Value) Act 2012 initiated the drive to embed understanding of these impacts with Public Sector commissioning and requires commissioners and procurers at the pre-procurement stage, to consider how the proposed procurement exercise may improve social, environmental and economic wellbeing of the relevant area and how they can secure wider social benefits

This policy aims to support our collective responsibility to limit any negative impact and promote the Authority’s commitment to deliver responsible and sustainable outcomes in the management and delivery of all its services, through

affordable economic, social and environmental objectives, across three primary areas.

1. Social Value
2. Ethical Sourcing
3. Environmental Sustainability

This paper summarises the intended approach to embed responsible procurement activities within the Service and how we will ensure compliance with all associated legislation.

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**RECOMMENDATION**

The Authority is recommended to:

1. Approve the Responsible Procurement Manual Note; and
2. Consider whether any further information is required

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**1. INTRODUCTION**

- 1.1 The Public Services (Social Value) Act 2012 initiated the drive to embed understanding of these impacts with Public Sector commissioning and requires commissioners and procurers at the pre-procurement stage, to consider how the proposed procurement exercise may improve social, environmental and economic wellbeing of the relevant area and how they can secure wider social benefits.
- 1.2 Responsible Procurement is a process whereby organisations meet their needs for goods, services and works in a way that achieves value for money on a whole life basis and generates benefits not only to the organisation, but also to their wider community and the environment. It seeks to build on and expand the scope of ethical and sustainable procurement, to include environmental and social issues, includes purchasing that minimises carbon emissions causing climate change and prevents and mitigates the risks of human rights abuses in the supply chain, including forced labour, child labour and human trafficking. It recognises that these considerations are interconnected and must be approached in their totality.
- 1.3 The Authority spends circa £11m pounds on the procurement of goods, services and works annually. The approach taken to this spending will have an impact on the wider community and the aim of this policy is to set out the Authority priorities for achieving responsible outcomes through its procurement activities to benefit and minimise negative impacts to that community.
- 1.4 The policy establishes the general principles and procedures that that the Authority will follow across all of its procurement and commissioning activities, to ensure that it is undertaken in a way that supports our commitment to responsible outcomes, meets our needs and complies with relevant legislation, across three primary areas:

1. Social Value
2. Ethical Sourcing
3. Environmental Sustainability

- 1.5 It describes the Authority's commitment to deliver responsible outcomes through our procurement activity and confirms that the various elements that are considered under the title Responsible Procurement and that should be applied where relevant and proportionate to the goods, services and works being procured.
- 1.6 Responsible Procurement spans a range of different topics, each important and complex in its own right. The Policy provides an overview of each of the main themes and the considerations which can be included within our procurement processes. An explanation of the main themes and the considerations which support the practice are described below. This list is not exhaustive and where appropriate, other elements may also be considered, where they fit within the broad definition of Responsible Procurement.
- 1.7 This Policy and the outcomes defined within it, will be refined as our priorities develop. The subject is broad and complex and in addition to meeting our statutory obligations, we will also need to consider how the responsible outcomes best serve our local community and contribute to our corporate priorities. To maximise its impact, we will need to focus efforts on where it adds most value and supports wider local and national objectives, which may include carbon neutrality, local & sustainable employment opportunities, equality, diversity and inclusion initiatives, business fire safety and reducing energy and fuel consumption.
- 1.8 Cognisant that the policy is both broad and extensive, we have also drafted a simplified, supplementary Guidance for Staff version (Appendix B). This guidance, whilst less detailed, covers the fundamentals and is intended to support the induction process and act as an accessible, quick user guide to applying the principles in practice.

The Procurement team will also offer targeted guidance, support and updates, to support its introduction and application, specific to the key buying areas.

## **2. SUMMARY OF POLICY THEMES**

### **2.1 Social Value**

The Act does not define what is meant by 'social value' but it can be defined as a process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also to society and the economy, whilst minimising damage to the environment.

Social Value considerations might include:

- Safeguarding health and safety;

- Combatting social exclusion;
- Work related opportunities, employability and apprenticeships;
- Offering time and skills to social enterprises and voluntary and community sector organisations;
- Equality, diversity and inclusion;
- Paying or working towards paying the Living Wage;
- Eroding barriers to procuring the services of voluntary and community sector organisations and small, medium enterprises;
- Supporting local supply chain opportunities;
- The number of residents (FTE) from a defined locality employed directly or through the supply chain as a result of any given contract;
- Total amount (£) spent in local supply chain throughout the life of the contract

2.2 The Equalities and Diversity Act 2010 legally protects people from discrimination in the workplace and in wider society. The Act clarifies and strengthens previous requirements to promote equality through all public sector functions and gives a greater focus on increasing transparency.

The Public Sector Equality Duty (PSED) came into force across the UK on 5 April 2011 and is contained within section 149 of the Equality Act 2010. It means that public bodies have to consider all individuals when carrying out their day to day work in shaping policy, in delivering services and in relation to their own employees.

When conducting our procurement activities, we must ensure that we meet our legal obligations under the Equality Act 2010 and its associated PSED in a way that is consistent with the Governments value for money policy and relevant public procurement law.

2.3 For Equality, Diversity and Inclusion (EDI) factors to be embedded within our supply chain, as part of a responsible approach, we will:

- Ensure equality factors are considered in procurement activities from the outset, as with all responsible procurement considerations
- Consider equality-related contract conditions where they relate to the performance of the contract
- Include proportionate equality-related award criteria in the tendering process
- Include equalities issues and reviews in performance monitoring during the life of the contract/framework

2.4 The way in which public money is spent, can be utilised to mobilise, influence and cascade awareness of equalities issues down into society as a whole.

Promoting EDI is an important aspect in delivering social value. Not only because as a public body we have a legal duty to consider equalities in all that we do but because it makes good business sense to work with a wide range of

diverse businesses. Evidence shows that diverse teams and supply chains are the most successful in identifying solutions, achieving goals and innovating.

2.5 To strengthen our approach here, the Procurement team is currently drafting Equality, Diversity and Inclusion guidance for contractors. This separate and complementary document is designed to assist both potential and successful contractors in understanding what and why we ask for certain information. The guidance will provide opportunities for contractors to consider how to promote equality in their organisations and will signal the importance of EDI to the Service.

## 2.6 Ethical Sourcing

Ethics in procurement can relate to a wide range of issues from supplier business procedures and practices to corruption. Common areas that relate to ethics and ethical behaviour in procurement include fair-trade, ethical trading, ethical sourcing, social accountability, social auditing, corporate social responsibility, and buyer and supplier codes of conduct.

Ethical considerations might include:

- Human and labour rights
- Legal and fair employment practices
- Fair Trade
- Supply chain employees are working legally and receive fair remuneration
- Guarding against bribery and corruption
- Promotion of social inclusion, equality and diversity

2.7 The Modern Slavery Act 2015 requires organisations with a turnover exceeding £36m, and which supply goods and services in the UK, to publish an annual statement explaining what they are doing to eliminate slavery from their businesses and supply chains.

The policy mandates that any applicable organisation that works with the Authority (i.e. partnerships and suppliers), are expected to understand and comply with the requirements set out in the legislation. In addition, suppliers will also be expected to carry out checks on their subcontractors to ensure there is no slavery or human trafficking in the supply chain.

We will adopt a risk based approach to identify contracts and areas of spend where there may be a high risk of poor working conditions, human rights abuses or ethical impacts (see Policy Appendix C).

## 2.8 Environmental Sustainability

The Government has committed to achieving net zero greenhouse gas emissions by 2050 and will aim to reduce emissions by 68% by 2030. It is clear that we all have a part to play if we are going to achieve this national target locally.

Fire and rescue services have a key role in responding to the climate change emergency. Fire and rescue services (FRS) collectively spend around £500 million a year – £200 million of which is spent on construction, facilities management and fleet which incorporates category spend on energy, fuel and waste management (*Source: LGA Climate emergency – fire and rescue services*). This gives the Fire and Rescue sector significant spending power and leverage in tackling climate change.

Collaboration will be key to ensuring that this collective spend is used to help shape the development of innovative and energy-efficient solutions. Implementation of the category strategy approach is designed to ensure we maximise opportunities for both local and national collaboration.

- 2.9 Environmental sustainability must be embedded into our procurement activities to support our wider objectives and aim to reduce consumption wherever possible. We will work with suppliers to minimise damage to the environment and reduce the environmental impact of the goods and services they deliver for us and reduce our supply chains exposure to environmental risks.

Environmental considerations include:

- minimising carbon emissions and the carbon foot print of goods services and suppliers delivery methodology
- the most efficient and effective use of energy and materials
- reducing overall waste production
- whole life costing including disposal, in the evaluation of price
- suppliers' environmental credentials
- opportunities for the reduction, reuse and recycling of materials
- the costs and benefits of environmentally preferable products and service alternatives
- the use of new technology where it has sustainable benefits
- the reduction of energy and water usage
- renewable energy
- materials, products and services with the greatest circular-economy benefits
- impact on biodiversity

### **3. IMPLEMENTING IN PRACTICE**

- 3.1 The policy covers all areas of commissioning and procurement within the Authority and will influence the way we procure all goods, works and services. For procurements below £50,000, Procurement will have regard to the resources available to smaller providers who may bid for lower value contracts. Requirements set will apply to sub-contractors.
- 3.2 As discussed, Responsible Procurement covers a wide and complex number of areas and potential impacts. The Authority procures a wide range of goods and services and it is recognised that there can be no one size fits all model. This

policy will, therefore, need to be applied in a proportionate manner and be tailored to reflect the goods or services to be procured.

- 3.3 The Authority will specify responsible outcomes that are proportionate and relevant to the procurement and seek to evaluate tenders in accordance with those outcomes. It will be the joint responsibility of the Responsible Officer in the key buying areas and the relevant Category Specialist to consider and determine, on a contract by contract basis, the potential responsible outcomes that can be delivered through the procurement process and the most appropriate procurement strategy to achieve these.

The following approach will be adopted for all responsible considerations outlined under the policy:

1. Understand the relative impact of each element of RP to each contract;
2. Include relevant RP outcomes within the contract specification and terms and conditions;
3. Include relevant RP evaluation criteria with appropriate weighting within the supplier selection process;
4. Manage and measure RP objectives throughout the life the contract.

- 3.4 The indicative questions provided within Policy Appendix A of the policy are not an exhaustive list and additional/alternative questions will be considered where relevant and proportionate to the procurement. Ongoing monitoring and reporting arrangements agreed with suppliers will be used to capture key performance indicators.

As part of the refresh of the procurement strategy planned for 2021/22, we will review our suite of procurement KPIs and consider how best within that, to assess the impact of the Responsible Procurement policy

- 3.5 In time and as the Service wide approach matures, it is anticipated that the Responsible Procurement Policy will be reviewed to more effectively support related policies within the Authority, for example around areas such as Estates and Fleet. The Category Strategies will offer further opportunity to identify areas where we assess the greatest risk and most benefit, as we seek to embed the approach.

#### **4. CORPORATE RISK**

- 4.1 The Responsible Procurement policy will ensure that we give due consideration and visibility to whole life costs, improved outcomes, long-term value for money, safeguarding risks, supply disruption risks, energy usage and many other factors at the pre-planning stage, to create positive impacts where possible.
- 4.2 A clear commitment to and embedding of Responsible Procurement practices will protect the Authority from reputational damage and supply chain disruption risks. It will signal to existing and potential suppliers the values and standards that we expect them to adhere to.

4.2 It will ensure compliance with all relevant legislation, provide a standardised approach and a framework for continuous improvement.

4.3 The policy further supports our activities to manage supply chain risks and satisfies the risk mitigation agreed with Internal Audit, in relation to the absence of an Ethical Procurement Policy.

## **5. ENVIRONMENTAL IMPLICATIONS**

5.1 The Government has committed to achieving net zero greenhouse gas emissions by 2050 and a 68% reduction in annual carbon emissions by 2030. As climate change continues, the impact on the fire and rescue service (FRS) will become more pronounced. The Local Government Association has already declared a climate emergency following in the footsteps of a significant number of councils. With 2019 seeing record high temperatures and announced as the second warmest year on record, it is clear that this is an issue that will only become more pressing as we move through the next decade. The Service has established a Sustainability Task & Finish Group which will work with a specialist external consultancy to develop costed and prioritised options for delivering carbon reduction for presentation to the Authority in December 2021. This will include identifying high priority areas for reducing indirect carbon emissions through procurement and our supply chain.

## **6. LEGAL IMPLICATIONS**

6.1 There are a range of EU and UK legal requirements that must be complied with when conducting procurement activity and those which apply more specifically to Responsible Procurement include:

Social Value Act 2013

The Modern Slavery Act 2015

The Late Payment of Commercial Debt Regulations 2013

Equality Act 2010

The Bribery Act 2010

6.2 The Responsible Procurement policy will ensure that we and our supply base comply with all relevant legislation.

6.3 The policy will be amended as required, subject to any legislative changes.

## **7. POLICY IMPLICATIONS**

7.1 Implementation of the Responsible Procurement policy will assist in readying the Authority ahead of the Government White Paper on transforming public procurement, as a result of the UK's exit from the European Union.

Whilst the basic structure of the new regulations will follow the existing regulatory framework, the Green paper consultation indicates that the National Procurement Policy Statement will set out key outcomes that the Government believes all contracting authorities should have regard to in their procurement

and commercial activity, where they are relevant to the subject matter of the contract and it is proportionate to do so, such as:

- Creating new businesses, new jobs and new skills in the UK;
- Improving supplier diversity, innovation and resilience;
- Tackling climate change and reducing waste

- 7.2 Key buying areas will have a responsibility, with Procurement, to determine Responsible Procurement considerations and relevant evaluation criteria for all appropriate competitive procurement exercises.
- 7.3 The associated procedure will be outlined and referenced within the new Procurement Standing Orders (PSO). The PSOs mandate Procurement involvement.
- 7.4 The policy and any associated Responsible Procurement questions and indicators, will be updated to reflect emerging organisational aims and targets, relating to the themes described.
- 7.5 The associated Equality Impact Assessment (EIA) is a live/in progress document and will be subject to further review and consultation with Representative Bodies and Staff Networks, which may result in further revisions. Following guidance from the Inclusion Lead, given the breadth of the policy and the varied nature of the areas we are assessing for impact, we may opt to conduct individual EIAs, specific to each of the 3 primary areas of Social Value, Ethical Sourcing and Environmental Sustainability.

## **8. FINANCIAL IMPLICATIONS**

- 8.1 The financial impact on supplies is difficult to assess in a broad sense and whilst in some areas of supply and across specific commodities, there may be a financial impact in seeking to secure more sustainable outcomes, we must consider the overarching social value this approach will deliver. Markets are rapidly developing to address the climate emergency and provide solutions which offer long-term efficiencies and enable more efficient and effective use of resources.
- 8.2 Taking a responsible approach to procurement mitigates risks, protects our reputation and offers opportunities for collaboration and cost savings, through focusing on following a whole life costing methodology when sourcing goods and services, rather than selecting on purchase price alone. This would include reducing use, reusing, recycling and waste reduction. Demand management and specification optimisation will be key to effective sustainable procurement outcomes and value-for money benefits.
- 8.3 Training and awareness will be required to embed the approach. It is anticipated that the majority of training can be delivered in house via e-learning and business as usual interaction between Procurement and the key buying areas. There will be need for some additional training as part of the planned procurement

upskilling in the wider Service, anticipated at approximately £10,000, which has been submitted as a bid against the 2021/22 Corporate Training Budget.

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## Responsible Procurement (RP) Policy

### document control

Responsible Director	Role of responsible Manager	Name of Author	Sig for CFO/CE	Sig for RB	Issue Date Dec 2020
AD Resources/ Treasurer	Procurement Manager	C George			Review Date Dec 2024

Related documents	
Standing Orders (Procurement) Social Value Act 2012 Modern Slavery Act 2015 Public Contracts Regulations 2015 The Equality Act 2010 Fire & Rescue Service Equality & Diversity Strategy 2008-2018 Health & Safety at Work Act 1974 Human Rights Act 1998 Gender Pay Gap Regulation 2017 Code of Conduct and Conflict of Interest Bribery Act 2010 LGA Climate Emergency – Fire and Rescue Services 2020	

Related manuals	

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HR02 01 Dignity & Respect Policy

CPS06 02 Corporate Business Risk Management

CPS06 11 Anti- Fraud, Bribery and Corruption Policy

CPS06 12 Anti- Money Laundering

CPS06 13 Whistleblowing

CPS06 Local Code of Corporate Governance

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## summary

### 1 Summary

- 1.1 Responsible Procurement is the act of procuring goods, services, or works in a manner that is considerate of the impact, both positive and negative, that the Authority may have on the environment, the economy, our community and society in general.
- 1.2 The Public Services (Social Value) Act 2012 initiated the drive to embed understanding of these impacts with Public Sector commissioning and requires commissioners and procurers at the pre-procurement stage, to consider how the proposed procurement exercise may improve social, environmental and economic wellbeing of the relevant area and how they can secure wider social benefits
- 1.3 It is also a statutory requirement for public authorities to have regard to economic, social and environmental wellbeing in connection with public contracts and framework agreements for services (excluding call-offs) subject to the Public Contracts Regulations 2015.
- 1.4 The Social Value Act requires that, ahead of any procurement process, at the pre-planning stage, Authorities consider:
  - How what is proposed to be procured may improve the economic, social and environmental wellbeing of the our area (i.e. the area consisting of the area or areas of the one or more authorities on whose behalf a public services contract is)
  - How the contracting authority may act with a view to securing that improvement in conducting the process of procurement.
- 1.5 Before commencing the procurement process, commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could negatively impact or secure benefits for their area or stakeholders

## summary

- 1.6 This generally means giving consideration to whole life costs (for example including running costs and disposal costs), improving outcomes, meeting users' needs, delivering long term value for money, minimising safeguarding risks, creating an equal and diverse supply chain, reducing our energy usage, minimising damage to our environment and creating positive impacts where possible.
- 1.7 The purpose of this policy and the associated procedure is:
- To provide a framework to ensure that responsible procurement considerations are applied throughout our commissioning and procurement activities;
  - To support the Authority's wider commitments and values;
  - To ensure compliance with relevant legislation.
- 1.8 Responsible Procurement spans a range of different topics, each important and complex in its own right. Where appropriate, other elements may also be considered, where they fit within the broad definition of Responsible Procurement.
- 1.9 This policy sets out the general principles that the Authority will follow across all of its procurement and commissioning activities, to consider our impact relating to Social Value, Ethical Sourcing and Environmental Sustainability.
- 1.10 Implementing Responsible Procurement will support our commitment to making our community safer. We will continue to work with and support organisations that help us to increase social value and safeguard vulnerable people in our communities.

## 2 Policy

### 2.1 Statement of Intent

The Authority spends circa £11m pounds on the procurement of goods, services and works annually. This policy aims to support our collective responsibility to limit any negative impact and promote the Authority's commitment to deliver responsible and sustainable outcomes in the management and delivery of all its services, through affordable economic, social and environmental objectives, across three primary areas.

1. Social Value
2. Ethical Sourcing
3. Environmental Sustainability

2.2 It is our aim to promote responsible procurement considerations throughout our supply base and attract suppliers who are committed to delivering goods and services which minimise negative impacts and deliver outcomes which add to the economic, social and environmental wellbeing of our area and society in general.

2.3 The aim of this policy is to set out the Authorities priorities for achieving responsible outcomes through its procurement activities.

2.4 This policy will be periodically reviewed in line with the objectives of the Authority and any changes in relevant legislation.

## 3 Social Value

3.1 The Authority is required, before commencing a procurement process, to consider how the economic, social and environmental well-being of the local area may be improved through the procurement of its services as part of the Public Services (Social Value) Act 2012.

3.2 The aim of the Act is not to alter the procurement processes but to ensure that, as part of these processes, the Authority gives consideration to the wider impact of the delivery and disposal of the goods and services, for example; to choose a supplier

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under a tendering process who not only provides the most economically advantageous service, but one which goes beyond the basic contract terms and secures wider benefits for the community.

3.3 The Act does not define what is meant by 'social value' but it can be defined as a process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also to society and the economy, whilst minimising damage to the environment.

3.4 Social Value considerations include:

- Safeguarding health and safety;
- Combatting social exclusion;
- Work related opportunities, employability and apprenticeships;
- Offering time and skills to social enterprises and voluntary and community sector organisations;
- Equality, diversity and inclusion;
- Paying or working towards paying the Living Wage;
- Eroding barriers to procuring the services of voluntary and community sector organisations and small, medium enterprises;
- Supporting local supply chain opportunities;
- The number of residents (FTE) from a defined locality employed directly or through the supply chain as a result of any given contract;
- Total amount (£) spent in local supply chain throughout the life of the contract

3.5 The Equalities and Diversity Act 2010 legally protects people from discrimination in the workplace and in wider society. The Act clarifies and strengthens previous requirements to promote equality through all public sector functions and gives a greater focus on increasing transparency. The way in which public money is spent, can

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be utilised to mobilise, influence and cascade awareness of equalities issues down into society as a whole.

- 3.6 The Public Sector Equality Duty (PSED) came into force across the UK on 5 April 2011 and is contained within section 149 of the Equality Act 2010. It means that public bodies have to consider all individuals when carrying out their day to day work in shaping policy, in delivering services and in relation to their own employees.
- 3.7 When conducting our procurement activities, we must ensure that we meet our legal obligations under the Equality Act 2010 and its associated PSED in a way that is consistent with the Government's value for money policy and relevant public procurement law.
- 3.8 The extent to which equality can be reflected in the procurement process varies depending on both the degree of relevance of equality to the individual procurement. Importantly, our duty cannot be discharged so we must ensure that contractors comply with the legislation, particularly where they perform any of our functions on our behalf.
- 3.9 For Equality and Diversity to be embedded within our supply chain, we will:
- Ensure equality factors are considered in procurement activities from the outset, as with all responsible procurement considerations
  - Consider equality-related contract conditions where they relate to the performance of the contract
  - Include proportionate equality-related award criteria in the tendering process
  - Include equalities issues and reviews in performance monitoring during the life of the contract/framework

## 4 Ethical Sourcing

4.1 While the primary goal is to ensure that products/goods and services are produced and delivered ethically, responsibility extends beyond the act of sourcing goods and services. It also includes the processes of evaluating and engaging with a supply market through to managing relationships with suppliers.

4.2 Ethics in procurement can relate to a wide range of issues from supplier business procedures and practices to corruption. Common areas that relate to ethical behaviour in procurement include fair-trade, ethical trading, ethical sourcing, social accountability, social auditing, corporate social responsibility and buyer and supplier codes of conduct.

4.3 Ethical considerations within our supply chain include:

- Human and labour rights
- Legal and fair employment practices
- Fair trade
- Supply chain employees are working legally and receive fair remuneration
- Guarding against bribery and corruption
- Promotion of social inclusion, equality and diversity

4.4 The Modern Slavery Act 2015 requires organisations with a turnover exceeding £36m, and which supply goods and services in the UK, to publish an annual statement explaining what they are doing to eliminate slavery from their businesses and supply chains.

4.5 There are many types of slavery which include, but are not limited to:

- Domestic exploitation;
- Labour exploitation;

- Organ harvesting;
- EU Status exploitation;
- Financial exploitation

These crimes exist across the world, including the UK. They can occur in any business sector, including those in public body supply chains.

- 4.6 The Authority is committed to ensuring that modern slavery risks will be considered throughout the procurement process and supplier management and that our activities will not encourage or support slavery or human trafficking within our supply chains.
- 4.7 Any applicable organisation that works with the Authority (i.e. partnerships and suppliers), are expected to understand and comply with the requirements set out in the legislation. In addition, suppliers will also be expected to carry out checks on their subcontractors to ensure there is no slavery or human trafficking in the supply chain.
- 4.8 The Authority recognises its legal duties under Section 43 of The Modern Slavery Act 2015, which states that specified public authorities (including Council's and Fire and Rescue Services) have a duty to cooperate with the Independent Anti-Slavery Commissioner.

## **5 Environmental Sustainability**

- 5.1 The Government has committed to achieving net zero greenhouse gas emissions by 2050. It is clear that we all have a part to play if we are going to achieve this national target locally.
- 5.2 Environmental sustainability must be embedded into our procurement activities to support our wider objectives and aim to reduce consumption wherever possible. We will work with suppliers to minimise damage to the environment and reduce the

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environmental impact of the goods and services they deliver for us and reduce our supply chains exposure to environmental risks.

5.3 Environmental factors are key to understanding the whole-life costings, accounting for the costs of energy consumption, recycling and climate change mitigation.

5.4 As with all Responsible Procurement elements, environmental factors should be considered from the outset and at all stages of the procurement process, from stakeholder consultation, early market engagement, through to product specifications, evaluation criteria and environmental performance outcomes.

5.5 Environmental considerations include:

- minimising carbon emissions and the carbon foot print of goods services and suppliers delivery methodology
- the most efficient and effective use of energy and materials
- reducing overall waste production
- whole life costing including disposal, in the evaluation of price
- suppliers' environmental credentials
- opportunities for the reduction, reuse and recycling of materials
- the costs and benefits of environmentally preferable products and service alternatives
- the use of new technology where it has sustainable benefits
- the reduction of energy and water usage
- renewable energy
- materials, products and services with the greatest circular-economy benefits
- impact on biodiversity

## 6 Procedure

6.1 The policy will be applied at the point of commissioning and before commencing a procurement exercise, to include:

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1. at the point of need identification
  2. when reviewing service provision
  3. conducting a needs analysis
  4. consulting with stakeholders and the marketplace
  5. specifying the goods and services to be procured
  6. exploring opportunities to encourage local or SME and voluntary and diverse businesses.
- 6.2 It will be the joint responsibility of the Responsible Officer in the key buying area and the relevant Category Specialist to consider and determine, on a contract by contract basis, the responsible outcomes to be included. The following approach will be adopted for all considerations outlined under this policy:
1. Understand the relative impact of each element of RP to each contract;
  2. Include relevant RP outcomes within the contract specification and terms and conditions;
  3. Include relevant RP evaluation criteria with appropriate weighting within the supplier selection process;
  4. Manage and measure RP objectives throughout the life the contract.
- 6.3 The policy covers all areas of commissioning and procurement within the Authority and will influence the way we procure all goods, works and services. For procurements below £50,000, Procurement will have regard to the resources available to smaller providers who may bid for lower value contracts. Requirements set will apply to sub-contractors.
- 6.4 It includes local and global impacts, and applies to the procurement of goods, works and services including use, refurbishment and decommissioning of goods and materials as applicable
- 6.5 The Authority will use existing governance arrangements and procurement

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processes to ensure the delivery of Responsible Procurement. This policy will be periodically reviewed in line with the objectives of the Authority and any relevant legislation.

- 6.6 The indicative questions provided within Appendix A are not an exhaustive list and additional/alternative questions will be considered where relevant and proportionate to the procurement. Ongoing monitoring and reporting arrangements agreed with suppliers will be used to capture key performance indicators.
- 6.7 Modern Slavery Act 2015 - while it is impractical for the Authority to audit and monitor each and every supplier in its entire supply chain, and at all levels, we will adopt a risk based approach to identify contracts and areas of spend where there may be a high risk of poor working conditions, human rights abuses or ethical impacts (see Appendix C).
- 6.8 As part of our supplier selection process and ongoing contract management activities, we will:
1. Require applicable suppliers to certify that they comply with the Modern Slavery Act
  2. Where sub-contractors are being used, require the main contractor to carry out checks on their sub-contractors;
  3. Ensure all new contracts include provisions to ensure compliance and to enable the Authority to take action where necessary;
  4. Actively encourage our suppliers to produce a compliant Modern Slavery Statement and review suppliers statements on an annual basis;
  5. Encourage whistleblowing to identify breaches of policy and contractual provisions and make sure potential whistle-blowers are protected;
  6. Determine if compliance is being adhered to by auditing key suppliers.

## 7 Appendices

### Appendix A – Responsible Procurement Questions\*

\*Measures and indicators will be applied relevant to the contract and proportionate to the size of the organisation. This list is not intended to be exhaustive – questions will be defined according to contract scope and size.

<b>Responsible Procurement Questions</b>
Social Value
1. How will you support the creation of jobs through the growth of business and investment (in the Authorities area)?
2. How will you support the recruitment of people (from the Authority's area)?
3. How will you help more residents improve their employment prospects (within the Authority's area)?
4. How will you support (local people) to gain access to the employment opportunities that your contract will produce?
5. How will you target specific priority (Not in Education, Employment or Training), hard to reach and under-represented groups?
6. What work experience will you provide and how will this be achieved?
7. What work placement schemes and opportunities will you provide for apprenticeships, trainees and others?
8. What training opportunities will you offer and to whom?
9. How will you support and promote business safety and fire safety legislation information?
10. What education engagement will you offer?
11. What support will be provided to the Authority's local supply chain through this contract?

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12. How will your organisation work to help others? E.g. local charities, local community groups, local resident engagement, supporting local culture and heritage? This could include funding specific events and groups, sponsorship or sharing expertise, knowledge or facilities and equipment.
13. Provide a written equality policy which covers: recruitment, selection, training and promotion.
14. Total amount (£) spent in the local supply chain through the contract
15. No. of residents (FTE) from a defined locality employed directly or through the supply chain as a result of any given contract
16. No. of apprenticeship scheme work placements
Ethical
1. How will you support and promote the safeguarding and welfare of children, young people and vulnerable adults?
2. How will you consider equality and diversity in the provision and operation of services?
3. How will you work towards improving the health and wellbeing of the Authorities local residents and employees?
4. How will your supply chain ensure ethical considerations?
5. How do you ensure producers in developing countries are paid a fair price for their commodities, receive fair wages and have decent working conditions?
6. How will you support the sustainable wellbeing of your employees in the delivery of this contract?
7. No. of people employed in the supply chain to identify and manage the risk of modern slavery occurring in the supply chain, in relation to the contract
8. % of invoices on the contract paid within 30 days
Environmental
1. What are the main environmental impacts associated with delivering the contract outputs and how will impacts be reduced, managed and verified?

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## appendices

<p>2. Have you set any specific environmental objectives to improve environmental performance for the duration of this contract? If so what are they and how will environmental objectives be managed and verified?</p>
<p>3. Please confirm what will be delivered, as part of contract delivery, in relation to any of the following and how will this be achieved:</p>
<ul style="list-style-type: none"><li>a. Reuse of resources</li><li>b. Increasing recycling levels to reduce the amount of waste</li><li>c. Use of environmentally friendly goods</li><li>d. Reducing the carbon footprint</li><li>e. Pollution reduction</li><li>f. Improving fuel and energy efficiencies</li></ul>
<p>4. Will you operate an environmental management system certified to ISO 14001 or equivalent throughout the period of the contract?</p>
<p>General</p>
<p>Please detail what your Social Value offer will be in relation to this contract and how it will be of benefit to the surrounding area and the residents. This could include social, economic or environmental well-being or benefits and should demonstrate value to be delivered in addition to the requirements of the specification.</p>
<p>Please detail how you will contribute to Social Value and the Authority's Responsible Procurement Policy, to demonstrate social, economic and / or environmental well-being or benefits and sustainability, taking into account the length of the contract.</p>

Appendix B – Typical organisational indicators to review and measure policy outcomes

Objective	Indicators	Unit
<b>Social Value</b>		
Supporting sustainable & viable jobs	Number of suppliers paying a living wage or progressing towards a living wage policy. No zero hour contracts.	% of supply base
Supporting young people and hard to reach groups on apprenticeships or on the job training	No. of suppliers operating apprenticeship scheme work placements. No. of apprenticeship scheme work placements.	% of supply base
Supporting local job opportunities	Number of local and diverse suppliers used within the supply chain.  No. of apprenticeship placements	% of supply base  No. of people
Supporting local people to maximise knowledge and skills for employment	Number of local suppliers and supply chain providing training schemes, development of skills, adult learning and employment	% of supply base
Supporting safe businesses	Number of suppliers within the supply chain with business/fire safety legislation	% of supply base
Improving and promoting the safety & wellbeing of local residents and hard to reach groups	Indicators will be in individual contract requirements	Text
Improving & promoting the welfare of children, young people and vulnerable adults	Indicators based on individual requirements  Funds raised for local charity initiatives	Text  £
Written equality policy		Required
<b>Ethical Sourcing</b>		
Encouraging ethical & fair trade purchasing	Number of suppliers with fair trade practices	% of supply base
Modern Slavery	Modern Slavery Statement (over £36m turnover)	Required
Supplier commitment	No. of people employed in the supply chain to identify and manage the risk of modern slavery occurring in the supply chain, in relation to the contract	No. of people
Supporting sub- contractors	% of invoices on the contract paid within 30 days	%
Compliance with ethical requirements	No. of suppliers terminated for ethical breach	% of supply base
<b>Sustainable Environment</b>		
Promoting initiatives which retain, protect or enhance the local area	Indicators based on individual service requirements:	Text
Reducing carbon emissions through energy and fuel consumption	Reduced carbon footprint of suppliers.	Tonnes CO2
Reduced consumption of raw material, reused materials, repair and recycled & elimination of single use plastic		Text

Appendix C – Determining Modern Slavery & Ethical Risk based on:  
Sector/Product, Typical Production Countries/Regions & Specific Risks

Risk for Sector	Sector/Product	Typical Production Countries/Regions	Specific Risks
High	Electronics	Southeast Asia, United States, Latin America and Europe, with components sourced globally	Low pay, excessive working hours; use of conflict minerals; child and forced labour
High	Textiles	India, Bangladesh, Eastern Europe, Middle East	Low pay; excessive working hours; health risks to workers (e.g. exposure to adhesives, fire hazards); child and forced labour
High	Construction	China, India, Turkey, Iran, Italy	Unsafe working practices; low pay; environmental risks
Medium	Food and drink (esp. tea, coffee and palm oil)	UK, Ireland, continental Europe, Africa, Asia, Middle East, Latin America	Low wages; bonded labour; slave labour in fishing; unsustainable production methods; health risks to workers (e.g. pesticide exposure); health risks to consumers (food safety); animal welfare

Medium	Cleaning products	Europe	Environmental risks in production; health and safety in production and for users; animal testing
Medium	Timber products	Southeast Asia, Africa, Latin America, Eastern Europe	Illegal/unsustainable forestry; unsafe working practices.

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## Responsible Procurement – Guidance for Staff

1. Introduction
2. Scope
3. Policy & Procedure
4. Responsible Procurement Considerations

### 1. Introduction

This guide is intended to supplement the **Responsible Procurement (RP) Policy Manual Note CPS02\_11\_V1** which sets out the general principles that the Authority will follow across all of its procurement and commissioning activities, to consider our impact relating to Social Value, Ethical Sourcing and Environmental Sustainability.

Whilst less detailed, this guidance covers the fundamentals & is intended to act as an accessible, quick user guide on how the policy will work in practice.

The Authority spends circa £11m pounds on the procurement of goods, services and works annually. Responsible Procurement is the act of procuring goods, services, or works in a manner that is considerate of the impact, both positive and negative, that the Authority may have on the environment, the economy, our community and society in general.

The Public Services (Social Value) Act 2012 requires us, **at the pre-procurement stage**, to consider how the proposed procurement exercise may improve social, environmental and economic wellbeing of the relevant area and how they can secure wider social benefits

This generally means giving consideration to whole life costs (for example including running costs and disposal costs), improving outcomes, meeting users' needs, delivering long term value for money, minimising safeguarding risks, creating an equal and diverse supply chain, reducing our energy usage, minimising damage to our environment and creating positive impacts where possible.

### 2. Scope

**The RP policy covers all areas of commissioning and procurement** within the Authority and will influence the way we procure all goods, works and services. **For procurements below £50,000**, Procurement will have regard to the resources available to smaller providers who may bid for lower value contracts. Requirements set will apply to sub-contractors.

### 3. Policy & Procedure

The RP policy aims to support our collective responsibility to limit any negative impact and promote **RP considerations** throughout our supply base. It aims to attract suppliers who share the Authority's commitment to deliver responsible and sustainable outcomes in the management and delivery of all its services, across three areas:

1. Social Value
2. Ethical Sourcing
3. Environmental Sustainability

The policy will be applied at the point of commissioning and before commencing a procurement exercise, to include:

- at the point of need identification
- when reviewing service provision
- conducting a needs analysis
- consulting with stakeholders and the marketplace
- specifying the goods and services to be procured
- exploring opportunities to encourage local or SME and voluntary and diverse businesses.

It will be the joint responsibility of the Responsible Officer in the key buying area and the relevant Category Specialist to consider and determine, on a contract by contract basis, the responsible outcomes to be included. The following approach will be adopted for all considerations outlined under the policy:

1. Understand the relative impact of each element of RP to each contract;
2. Include relevant RP outcomes within the contract specification and terms and conditions;
3. Include relevant RP evaluation criteria with appropriate weighting within the supplier selection process;
4. Manage and measure RP objectives throughout the life the contract.

#### 4. Responsible Procurement Considerations

How will we understand the relative impact and include outcomes within the contract specification?

As part of the procurement process (when running a tender exercise for example), the Category Specialist, supported by the buying area, will conduct a Responsible Procurement Impact Assessment and build identified considerations into the supplier selection process.

The table below describes what those considerations might look like:

Social Value	Ethical	Environmental Sustainability
Safeguarding	Human and labour rights	Minimising carbon emissions and the carbon foot print of goods services and suppliers delivery methodology
Equality, Diversity & Inclusion	Legal and fair employment practices	The most efficient and effective use of energy and materials
Paying the Living Wage	Fair Trade	Reducing overall waste production
Supporting local supply chain opportunities	Supply chain employees are working legally and receive fair remuneration	Whole life costing including disposal, in the evaluation of price

The number of residents in a defined locality employed directly or through the supply chain as a result of any given contract	Guarding against bribery and corruption	Suppliers' environmental credentials
Total amount (£) spent in local supply chain throughout the life of the contract	Promotion of social inclusion, equality and diversity	Opportunities for the reduction, reuse and recycling of materials
Offering time and skills to social enterprises and voluntary and community sector organisations		The costs and benefits of environmentally preferable products and service alternatives
Eroding barriers to procuring the services of voluntary and community sector organisations and small, medium enterprises		The use of new technology where it has sustainable benefits
		The reduction of energy and water usage
		Renewable energy
		Materials, products and services with the greatest circular economy benefits
		Impact on biodiversity

The considerations identified will form the basis of the Responsible Procurement questions we will ask when selecting suppliers\* and the list below gives examples of typical RP questions.

\*Measures and indicators will be applied relevant to the contract and proportionate to the size of the organisation. This list is not intended to be exhaustive – questions will be defined according to contract scope and size.

## Responsible Procurement Questions

### Social Value

1. How will you support the creation of jobs through the growth of business and investment (in the Authorities area)?
2. How will you support the recruitment of people (from the Authority's area)?
3. How will you help more residents improve their employment prospects (within the Authority's area)?
4. How will you support (local people) to gain access to the employment opportunities that your contract will produce?
5. How will you target specific priority (Not in Education, Employment or Training), hard to reach and under-represented groups?
6. What work experience will you provide and how will this be achieved?
7. What work placement schemes and opportunities will you provide for apprenticeships, trainees and others?
8. What training opportunities will you offer and to whom?
9. How will you support and promote business safety and fire safety legislation information?
10. What education engagement will you offer?

11. What support will be provided to the Authority's local supply chain through this contract?
12. How will your organisation work to help others? E.g. local charities, local community groups, local resident engagement, supporting local culture and heritage? This could include funding specific events and groups, sponsorship or sharing expertise, knowledge or facilities and equipment.
13. Provide a written equality policy which covers: recruitment, selection, training and promotion.
14. Total amount (£) spent in the local supply chain through the contract
15. No. of residents (FTE) from a defined locality employed directly or through the supply chain as a result of any given contract
16. No. of apprenticeship scheme work placements
<b>Ethical</b>
1. How will you support and promote the safeguarding and welfare of children, young people and vulnerable adults?
2. How will you consider equality and diversity in the provision and operation of services?
3. How will you work towards improving the health and wellbeing of the Authorities local residents and employees?
4. How will your supply chain ensure ethical considerations?
5. How do you ensure producers in developing countries are paid a fair price for their commodities, receive fair wages and have decent working conditions?
6. How will you support the sustainable wellbeing of your employees in the delivery of this contract?
7. No. of people employed in the supply chain to identify and manage the risk of modern slavery occurring in the supply chain, in relation to the contract
8. % of invoices on the contract paid within 30 days
<b>Environmental</b>
1. What are the main environmental impacts associated with delivering the contract outputs and how will impacts be reduced, managed and verified?
2. Have you set any specific environmental objectives to improve environmental performance for the duration of this contract? If so what are they and how will environmental objectives be managed and verified?
3. Please confirm what will be delivered, as part of contract delivery, in relation to any of the following and how will this be achieved:
<ul style="list-style-type: none"> <li>a. Reuse of resources</li> <li>b. Increasing recycling levels to reduce the amount of waste</li> <li>c. Use of environmentally friendly goods</li> <li>d. Reducing the carbon footprint</li> <li>e. Pollution reduction</li> <li>f. Improving fuel and energy efficiencies</li> </ul>
4. Will you operate an environmental management system certified to ISO 14001 or equivalent throughout the period of the contract?
<b>General</b>
Please detail what your Social Value offer will be in relation to this contract and how it will be of benefit to the surrounding area and the residents. This could include social, economic or environmental well-being or benefits and should demonstrate value to be delivered in addition to the requirements of the specification.
Please detail how you will contribute to Social Value and the Authority's Responsible Procurement Policy, to demonstrate social, economic and / or environmental well-being or benefits and sustainability, taking into account the length of the contract.



**Remember - Procurement are here to assist you with all aspects of when and how to consider Responsible Procurement Impacts**

You can contact us via our email address [procurement@esfrs.org](mailto:procurement@esfrs.org) or via the relevant Category Specialists for your area:

[glenn.johnston@esfrs.org](mailto:glenn.johnston@esfrs.org) – Estates & Fleet

[jim.hindle@esfrs.org](mailto:jim.hindle@esfrs.org) – Corporate, HR, Professional Services, HR & Training, Community Fire Safety

[claire.george@esfrs.org](mailto:claire.george@esfrs.org) – Procurement Manager

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## Equality Impact Analysis Record (Inclusion Risk and Benefits)

This form should be completed in conjunction with EIA Tip Sheet and Key EIA Considerations

### Part 1 – The Document

1.	Name of Policy, Procedure, Activity, Decision or Service:	Responsible Procurement Policy			
	Status of PPADS (please tick)	<input checked="" type="checkbox"/> NEW	<input type="checkbox"/> UNDER REVIEW	<input type="checkbox"/> CHANGING	<input type="checkbox"/> EXISTING
2.	a. Main purpose of PPADS:	<p><b>The purpose of this policy and the associated procedure is:</b></p> <ul style="list-style-type: none"> <li>•To provide a framework to ensure that responsible procurement considerations are applied throughout our commissioning and procurement activities;</li> <li>•To support the Authority’s wider commitments and values;</li> <li>•To ensure compliance with relevant legislation.</li> </ul>		b. Project Manager and Process owner:	AD Resources/ Treasurer
	c. Project/processes this PPADS is linked to:	<p>The policy sets out the general principles that the Authority will follow across all of its procurement and commissioning activities, to consider our impact relating to Social Value, Ethical Sourcing and Environmental Sustainability, during the procurement lifecycle, to include - specification drafting, supplier evaluation, selection and onward performance of potential and contracted suppliers</p>			
3	List the information, data or evidence used in this analysis:	<p>ESFA Procurement Strategy Responsible Procurement Policy Benchmarking with CIPS best practice guidance Benchmarking with other local Authorities and other Fire &amp; Rescue Services Social Value Act 2012 Modern Slavery Act 2015 Public Contracts Regulations 2015 The Equality Act 2010 Fire &amp; Rescue Service Equality &amp; Diversity Strategy 2008-2018 Health &amp; Safety at Work Act 1974 Code of Conduct and Conflict of Interest LGA Climate Emergency – Fire and Rescue Services 2020</p>			

### Part 2 - Analysis

Characteristics	Neutral Impact (x)	Negative Impact* (Risk Assess & score)	Positive Impact (x)	Narrative Section, detail below why and how you scored impact, you should consider:  What are the risks &/or negatives, benefits and or opportunities to that Protected Characteristic?  You <u>will</u> need evidence to support your Analysis.
A person of a particular age	<input type="checkbox"/>		<input checked="" type="checkbox"/>	<p>Impacts considered in relation to the supply chain, the community, the Service &amp; its staff.</p> <p>Suppliers are mandated to comply with the Equality Act 2010 and will be required to provide a written equality policy which</p>

				<p><b>covers: recruitment, selection, training and promotion.</b></p> <p><b>In addition, the policy mandates that we will consider, from the outset, how we can assure and proactively promote the equalities agenda and alignment with the Authority's values, throughout the procurement lifecycle or where they perform any function on our behalf.</b></p> <p><b>For Equality and Diversity to be embedded within our supply chain, the policy will:</b></p> <ul style="list-style-type: none"> <li>• <b>Ensure equality factors are considered in procurement activities from the outset, as with all responsible procurement considerations</b></li> <li>• <b>Consider equality-related contract conditions where they relate to the performance of the contract</b></li> <li>• <b>Include proportionate equality-related award criteria in the tendering process</b></li> <li>• <b>Include equalities issues and reviews in performance monitoring during the life of the contract/framework</b></li> </ul>
A disabled person	<input type="checkbox"/>		<input checked="" type="checkbox"/>	<b>As above</b>
A person of a particular sex, male or female	<input type="checkbox"/>		<input checked="" type="checkbox"/>	<b>As above</b>
Pregnancy, Maternity, Marriage or Civil Partnership	<input type="checkbox"/>		<input checked="" type="checkbox"/>	<b>As above</b>
A person of a gay, lesbian or bisexual sexual orientation	<input type="checkbox"/>		<input checked="" type="checkbox"/>	As above
A person of a particular race	<input type="checkbox"/>		<input checked="" type="checkbox"/>	As above
A person of a particular religion or belief	<input type="checkbox"/>		<input checked="" type="checkbox"/>	As above
Transgender a person whose gender identity/expression does not make their assigned sex	<input type="checkbox"/>		<input checked="" type="checkbox"/>	As above

<b>Community considerations</b> Application across communities or associated with socio-economic factors considering the 10 dimensions of Equality	<input type="checkbox"/>		<input checked="" type="checkbox"/>	The policy will ensure as part of the procurement process, suppliers are required to consider the wider benefits for the community, including those across the equality dimensions.
Criminal convictions	<input type="checkbox"/>		<input checked="" type="checkbox"/>	Suppliers are vetted against criteria relating to breaches of the Human Rights Act, Health & Safety Legislation and the Modern Slavery Act.
Rural living	<input type="checkbox"/>		<input checked="" type="checkbox"/>	Rural Living Responsible procurement considerations include: How the contract will be of benefit to the surrounding area and the residents Suppliers offering time and skills to social enterprises and voluntary and community Total amount (£) spent in the local supply chain through the contract. How suppliers will target specific priority (Not in Education, Employment or Training), hard to reach and under-represented groups. No. of residents from a defined locality employed directly or through the supply chain as a result of any given contract
Human rights	<input type="checkbox"/>		<input checked="" type="checkbox"/>	How the supplier will work to help others, e.g. local charities, local community groups, local resident engagement, supporting local culture and heritage. This could include funding specific events and groups, sponsorship or sharing expertise, knowledge or facilities and equipment. No. of apprenticeship scheme work placements Human Rights The policy mandates that any applicable organisation that works with the Authority (i.e. partnerships and suppliers), are expected to understand and comply with the requirements set out in the Modern Slavery Act 2015 legislation. It offers guidance to determining modern slavery and ethical risk based on commodity type and geographical location of the product source.

### Part 3 – The results

	Yes	No	
Are there negative scores in <b>Low</b> ? (see guidance)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<i>If Yes, list any actions required to adjust the activity and any mitigation you will implement in the action plan below in <b>section 6</b></i>
Were positive impacts identified?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<i>If No, I &amp; D will contact you about this</i>
Are some people benefiting more than others? If so explain who and why.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Are one or more negative scores in <b>Medium</b> or <b>High</b> ? (See guidance)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<i>If Yes, Contact I &amp; D for further consultation</i>

### Part 4 - Consultation, decisions and actions

If medium or high range results were identified who was consulted and what recommendations were given?

Describe the overall decision on this Policy, Procedure, Activity, Service or Decision:

EIA status -in progress - the policy will be further consulted with Representative Bodies and Staff Networks.

List all actions identified to address/mitigate negative risk or promote positively

Action	Responsible person	Completion due date
Consultation with Representative Bodies and Staff Networks	Claire George	30/10/21

When, how and by whom will these actions be monitored?

As above

### Part 5 – Sign Off

Created by (Print Name): Claire George	Department: Procurement
Signature**Cgeorge	Date: 17/08/21
<b>To be completed by Equalities Team</b>	
Signature**	EIA number:
Assessment date:	Review date:

**\*\* Please type your signature to allow forms to be sent electronically\*\***

**Part 6 - Equality Improvement Plan**

<b>Issues Area of adverse impact and Reasons</b>	<b>Solution Action What can be done to mitigate impact, what can be done to obtain further information</b>	<b>Responsibility/Lead Manager Who will be responsible for this action</b>	<b>Target Timescales When will this be completed Financial factors</b>	<b>Comments Corporate Risk Factors</b>

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## EAST SUSSEX FIRE AND RESCUE SERVICE

<b>Meeting</b>	Fire Authority
<b>Date</b>	2 September 2021
<b>Title of Report</b>	Local Council Tax reduction Schemes (LCTRS) – Consultation on proposed changes for 2022/23
<b>By</b>	Duncan Savage, Assistant Director Resources/Treasurer
<b>Lead Officer</b>	Duncan Savage, Assistant Director Resources/Treasurer

**Background Papers**            None

**Appendices**                    None

### Implications

<b>CORPORATE RISK</b>	✓	<b>LEGAL</b>	
<b>ENVIRONMENTAL</b>		<b>POLICY</b>	
<b>FINANCIAL</b>	✓	<b>POLITICAL</b>	
<b>HEALTH &amp; SAFETY</b>		<b>OTHER (please specify)</b>	
<b>HUMAN RESOURCES</b>		<b>CORE BRIEF</b>	

**PURPOSE OF REPORT**    To agree the Authority’s response to consultations by local billing authorities on proposed changes to their Local Council Tax Reduction Schemes for 2022/23

**EXECUTIVE SUMMARY**    Billing authorities are required to review their Local Council Tax Reduction Schemes (LCTRS) annually and to consult publicly on any proposed changes. Precepting authorities are statutory consultees in this process but the decision to set or change a LCTRS rests solely with each billing authority.

Lewes and Rother District Councils are consulting on changes to their LCTRS for 2022/23. Confirmation is awaited from Brighton & Hove City Council as to whether it plans to consult on any changes to its LCTRS.

The report sets out the financial impact of the proposed changes and recommends an Authority response to the consultations.

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**RECOMMENDATION**

The Authority is recommended to:

- (i) Note the proposed changes to LCTRSs
  - (ii) Approve the Authority's responses to the consultations as set out in paragraphs 1.11 and 1.13
- 

**1. INTRODUCTION**

- 1.1 Under the Council Tax Reduction Schemes (Prescribed Requirements) (England) Regulations 2012 the administration of and funding for discounts for council tax for those on the lowest incomes was localised from 1 April 2013. The financial impact of Local Council Tax Reduction Schemes (LCTRS) is to reduce the council taxbase and thus the income derived from council tax. Whilst LCTRSs are administered by billing authorities the cost falls also on precepting authorities include the Fire Authority.
- 1.2 Billing authorities are required to review their LCTRS annually and to consult publicly on any proposed changes. Precepting authorities are statutory consultees in this process but the decision to set or change a LCTRS rests solely with each billing authority. Central government has protected pensioners from changes in their council tax reductions which means that any proposed changes will only affect working age adults.
- 1.3 Changes to LCTRS Schemes in East Sussex (excluding BHCC) have been managed broadly collectively in the past as all the districts & boroughs (except Hastings) have adopted a common scheme and this has been developed via East Sussex Finance Officers Association (ESFOA) and East Sussex Chief Execs Group (ESCEG). Brighton & Hove City Council (BHCC) has periodically consulted on changes to its LCTRS but these have generally resulted either in reductions in the scheme cost (i.e. increases in the taxbase) or marginal increases.
- 1.4 As part of a review of LCTRS conducted jointly through the East Sussex Chief Executives and East Sussex Finance Officer's Groups in 2014/15 which came into effect in 2016/17 it was agreed to implement measures to support those in financial need and also to provide additional staffing resource at each billing authority to support recovery activity. The costs of these measures were shared with precepting authorities in proportion to their share of council tax. This Authority made a one off contribution of £8,652 to the Hardship Fund in 2016/17 and has made an annual contribution of approximately £13,000 towards staffing costs at the four East Sussex billing authorities which agreed to the Scheme (Hastings did not participate). The operation of these arrangements is due to be reviewed this year.
- 1.5 The current council tax collection rates for our billing authorities along with national averages for the last two financial years is set out in Table 1 below:

**Table 1 – Council Tax Collection Performance**

	2019/20	2020/21
Brighton & Hove	96.4%	94.9%
Eastbourne	96.5%	95.9%
Hastings	94.6%	93.3%
Lewes	97.3%	96.9%
Rother	98.2%	96.8%
Wealden	98.1%	96.1%
Unitary average	96.6%	95.8%
Shire average	97.7%	96.9%
All England average	96.8%	95.7%

Source:

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/995741/Table\\_6\\_2020-21.xlsx](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/995741/Table_6_2020-21.xlsx)

## 2. **PROPOSED CHANGES FOR 2022/23**

2.1 The current information from billing authorities in terms of proposals for changes to LCTRSs for 2022/23 is as follows:

- Brighton & Hove – awaiting confirmation
- Eastbourne – no changes proposed
- Hastings – no changes proposed
- Lewes – changes proposed (see below)
- Rother – changes proposed (see below)
- Wealden – no changes proposed.

### ***Lewes DC***

1.6 LDC’s cabinet proposals are to consider:

- increasing the maximum award to 100% of a person’s council tax liability
- removing the application of a minimum-income floor for the self-employed
- removing the £5.00 per week minimum award

1.7 The financial implications of these proposals are set out in Table 2 below:

**Table 2 – LDC LCTRS Proposals estimated financial impact**

	LDC	ESCC	Police	Fire	T&P	Total
100% maximum reduction	£92,593	£657,366	£88,301	£42,239	£50,351	£930,850
No minimum award	£198	£1,398	£187	£89	£107	£1,979
Removal of the Minimum Income Floor	£19,860	£141,340	£18,940	£9,060	£10,800	£200,000
Total	£112,651	£800,104	£107,428	£51,388	£61,258	£1,132,829

1.8 The loss of income should the proposal be agreed is significant at £1.1m with the greatest impact being on the County Council. The impact on this Authority is £51,388. Whilst the economic impact of Covid-19 on the communities we serve is understood the risk is that the loss of income on this scale, in an already uncertain funding environment, will result in affected authorities having to consider further reductions in the services they provide. Often those services are supporting the most vulnerable in our communities. Elsewhere on this Agenda the Authority's revised Medium Term Financial Plan indicates that additional savings of up to £4.6m (worst case scenario) may be required to balance the budget over the next five year period. This is in addition to £10.5m savings already delivered or planned since 2010.

1.9 The most significant change from a financial perspective is the increase in the maximum reduction from 80% to 100%.

- It is understood that the measure is intended to address the impact of Covid-19 on low income working age adults – however there is no indication that the measure will be temporary and reviewed as the local economy recovers to pre-Covid levels
- Locally the highest levels of maximum reduction are Brighton & Hove at 82% and Hastings at 100%
- It is understood that around 70 out of 309 billing authorities (c23%) in England have moved to 100% maximum reduction
- There is a risk that if LDC agrees this change that other local billing authorities may consider following suit increasing the financial impact

1.10 Officers from the precepting authorities have met with counterparts at LDC to discuss the proposals and their impact and sought to understand if there are any potential mitigations that could offset the financial impact of these proposals. The following additional information has been provided:

- **Impact on Council Tax Collection** - If the minimum award is increased from 80% to 100% the collection rate would be expected to increase, and LDC expects this to be between 97.5 – 98% if underlying rates return to pre Covid-19 level. By increasing the level of Council Tax Reduction it will reduce the cost and time associated with collecting small balances. This would enable the additional resource currently funded by the main preceptors to focus on activity to sustain and grow the Tax Base in the future. For example, this could be by extending the remit to undertake single person discount reviews for working age claimants in receipt of Council Tax reduction.
- **Impact of changes to pension-age caseload** - The pension-age caseload is reducing by around 100 cases a year. The average award in 2021/22 is c£1,300 pa. If the reduction in caseload continues at the current rate this would reduce the overall cost of the scheme by c£130,000

Whilst these factors will offset the financial impact of the proposals, they will only do so to a limited degree.

1.11 Ultimately the decision to approve the proposed changes to its LCTRS rests with LDC, however it is suggested that the Authority makes the following response:

*East Sussex Fire Authority recognises the impact that the Covid-19 pandemic has had on local communities, particularly, those who are vulnerable, both financially and for other reasons.*

*As you will be keenly aware, in common with other local authorities the Fire Authority already faces significant financial challenges due both to reductions in Government funding and the impact of Covid-19. Our current Medium Term Finance Plan identifies the potential need to make new savings of up to £2.5m over the next 5 years, in addition to £10.5m already delivered or planned.*

*Council Tax is our most important funding stream (70% in 2021/22). The Authority will need to take account of any further reduction in council taxbase on its income when considering options for achieving a balanced budget for 2022/23 and beyond. Given the scale of the financial challenge, which cannot be met by efficiencies alone, this may mean that the Authority has to revisit its Integrated Risk Management Plan 2020-25 and consider further changes to the service it provides across the communities of East Sussex and Brighton & Hove, including those who are most vulnerable.*

*On this basis the Fire Authority cannot support Lewes DC's proposals to change its LCTRS which will lead to a permanent and significant reduction in its income from council tax.*

### **Rother DC**

1.12 Rother DC is proposing to make changes to its LCTRS as follows:

The minimum income floor affects those claimants who are currently self-employed. Financial support is given for a start-up period of one year after which it would be assumed that the claimant is achieving a minimum level of income when assessing CTR. This would be based on 35 hours multiplied by the National Minimum Wage and this is in line with the approach taken under Universal Credit.

Rother DC proposes to amend the Minimum Income Floor as follows:

- For self-employed applicants with caring responsibilities for a vulnerable person (excluding care for dependent children) the Council will have the discretion to reduce the assumed hours worked from 35 per week to take into account the care and support being provided.
- For self-employed applicants who are lone parents, the income from self-employment will be calculated using the greater of either their actual income taken from their profit and loss accounts or 16 hours at the national living wage.
- For self-employed applicants who also undertake PAYE employment the Council will have discretion to use the number of self-employed hours at the national living wage that, when combined with the hours

worked during the PAYE employment, does not exceed 35 hours per week.

- For self-employed applicants in receipt of a disability benefit, the income from self-employment will be calculated using the greater of either their actual income taken from their profit and loss accounts or 16 hours at the national living wage.

Rother DC is unable to accurately assess the number of potential claimants (as currently they are unlikely to qualify for help) but it is not expected to be significant and the loss of income will be minor.

1.13 Ultimately the decision to approve the proposed changes to its LCTRS rests with LDC, however it is suggested that the Authority makes the following response:

*East Sussex Fire Authority recognises the impact that the Covid-19 pandemic has had on local communities, particularly, those who are vulnerable, both financially and for other reasons.*

*As you will be keenly aware, in common with other local authorities the Fire Authority already faces significant financial challenges due both to reductions in Government funding and the impact of Covid-19. Our current Medium Term Finance Plan identifies the potential need to make new savings of up to £2.5m over the next 5 years, in addition to £10.5m already delivered or planned.*

*Council Tax is our most important funding stream (70% in 2021/22). The Authority will need to take account of any further reduction in council taxbase on its income when considering options for achieving a balanced budget for 2022/23 and beyond. Given the scale of the financial challenge, which cannot be met by efficiencies alone, this may mean that the Authority has to revisit its Integrated Risk Management Plan 2020-25 and consider further changes to the service it provides across the communities of East Sussex and Brighton & Hove, including those who are most vulnerable.*

*The Fire Authority notes that the proposed changes to Rother DC's LCTRS are expected to result in only a minor reduction in income from council tax and improve the equity of the scheme. On this basis the Fire Authority would not oppose the proposed changes.*

## EAST SUSSEX FIRE AUTHORITY

**Date** 2 September 2021

**Title of Report** Review of the Constitution of the Fire Authority

**By** Abraham Ghebre-Ghiorghis, Monitoring Officer

**Lead Officer** Mark O'Brien, Deputy Chief Fire Officer & Director of Service Planning & Assurance

**Background Papers**

- i) The Constitution of the East Sussex Fire Authority
- ii) *Review of the Constitution of the Fire Authority*, Agenda Item 75; Meeting of the Fire Authority, 11 June 2020

**Appendices**

**Appendix 1:** Section B The Members of East Sussex Fire Authority (previously referred to as section F3)

**Appendix 2:** Section C1 The Fire Authority and its Panels (was section B)

**Appendix 3:** Section C2 The Scheme of Delegations to Officers (was section E)

**Appendix 4:** Section D1 Standing Orders (for Meetings) (was section C Part A General Standing Orders)

**Appendix 5:** Section D2 Procurement Standing Orders (was section C Part B Contract Standing Orders)

**Appendix 6:** Section E1(a) Guidance for Cllrs and Member Development (was section F)

**Appendix 7:** Section E1(c) Member Employee Relations

**Appendix 8:** Section E1(d) Member Allowances

**Appendix 9:** Section E2(a) Access to Information (was section G1)

### Implications

<b>CORPORATE RISK</b>		<b>LEGAL</b>	✓
<b>ENVIRONMENTAL</b>		<b>POLICY</b>	
<b>FINANCIAL</b>		<b>POLITICAL</b>	✓
<b>HEALTH &amp; SAFETY</b>		<b>OTHER (please specify)</b>	
<b>HUMAN RESOURCES</b>		<b>CORE BRIEF</b>	

**PURPOSE OF REPORT** To report on the second stage of a review of the Fire Authority's constitutional arrangements and to propose further amendments to the Constitution of the Authority.

**EXECUTIVE SUMMARY** A project to review and update the Authority's constitutional arrangements was initiated in 2020. At their meeting in June 2020, the Authority approved a series of minor amendments to the Authority's Constitution as part of stage 1 of the review.

Stage 2 of the review has now been completed and a further set of more substantial proposed amendments, and updated sections, are submitted to the Authority for approval.

It has not been possible to complete the review of all sections of the Constitution at this stage, and a further set of proposed changes to the remaining sections will be brought to the Authority in December 2021.

---

**RECOMMENDATION**

The Fire Authority is asked to:

- 1) approve with immediate effect the changes to the East Sussex Fire Authority's Constitution outlined in section 2 of this report, and in Appendices A to I inclusive;
- 2) authorise the Authority's Chief Fire Officer & Chief Executive to take all steps necessary or incidental to the implementation of the changes agreed by the Authority, and to amend and re-publish the constitutional documents to reflect those amendments; and
- 3) note the intention to bring a further report to the Fire Authority in December 2021 proposing additional updates to the Constitution.

---

**1 INTRODUCTION**

- 1.1 The East Sussex Fire Authority must ensure that its business is conducted in accordance with the law and that public money is properly accounted for and used economically, efficiently and effectively. However while all fire authorities are required to make effective arrangements for the governance of their affairs, including for the delegation of their powers, combined fire authorities differ from local authorities in that they are not required by law to publish a written Constitution.
- 1.2 It has been noted that the arrangements which different fire authorities have put in place for the lawful exercise of their functions differ. Some fire authorities have made arrangements which in their complexity and/or their structure resemble those of their constituent authorities. Others have adopted lighter-touch arrangements, and/or have chosen not to describe their arrangements as 'a Constitution'. While some authorities publish all of their arrangements in full, other fire authorities publish only parts of the rules and procedures they have put in place to regulate the discharge of their functions.
- 1.3 The ambition of the East Sussex Fire Authority is to ensure that the arrangements it puts in place to carry out its functions are as detailed and as comprehensive as they need to be, while being as clear and accessible as possible. To this end, the Authority is committed to reviewing its arrangements regularly to make sure that they are up to date and that they accurately reflect custom and practice as well as any specific legal requirements. The Authority also has a clear commitment to publishing its Constitution in full as a means of promoting accountability and engagement.
- 1.4 The Authority's constitutional arrangements have developed over time. A need to review and modernise the Authority's Constitution was identified in 2020, and an officer project group set up to initiate that review process. The first stage of the review was officer led and involved reviewing the Fire Authority's constitutional arrangements against those at selected other fire authorities, as well as those at its two constituent authorities. This first stage was a light touch review which aimed to identify in the first instance any simple changes which might simplify user access to the Constitution and encourage engagement with the Fire Authority's decision-

making. As a result of this first stage, some key proposals were identified which were presented to, and agreed by, the Authority in June 2020.

- 1.5 At the same meeting, it was also agreed that a further stage 2 review would be undertaken, involving a number of Members, who would be invited to consider whether more substantive changes might be made to further update and streamline arrangements going forward. A small 'Member Reference Group' was established consisting of Cllr Galley, Cllr Barnes, and Cllr West. This group were supported by DCFO O'Brien and Victoria Simpson (BHCC Legal) and focused on reviewing the main 'Standing Orders'. The outcome from that work is summarised in section 2.5.1 below.
- 1.6 As part of stage 2, officers have also taken the opportunity to review a number of other sections of the Constitution. The majority of these have been simplified and brought up to date as summarised below. In addition, more substantive and material changes have been made to 'Contract Standing Orders'. A summary of these changes is included below in section 2.5.2 and the relevant section is included as **Appendix 5**.
- 1.7 It has not been possible to complete the necessary reviews of all sections of the Constitution. Further and more substantive reviews will be completed for the Members Code of Conduct to take into account recent emerging practice from BHCC as well as to take cognisance of the recently published Fire Standards Board Code of Ethics. In addition, a detailed review of main Financial Regulations will also be undertaken and both updates will be brought to the Fire Authority in December 2021.
- 1.8 For the avoidance of doubt, the Fire Authority alone has responsibility for approving substantial changes to the Constitution, and/or for making changes to its arrangements, including its standing orders, the Scheme of Delegations to Officers, and/or the Code of Conduct for Members (Section B page 3).

## **2 2021: STAGE 2 REVIEW**

- 2.1 The second stage of the review has involved considering the Fire Authority's constitutional arrangements further. As a result of this second stage, some key proposals for update and change have been identified in relation to further sections of the Constitution. For completeness, and to aid Members understanding of what has been reviewed so far and what is left to do, an update against the full Constitution index is provided below. For Member's awareness, the decision has been taken not to present updated sections with track changes showing. The majority of sections have been reviewed by a number of officers and the presence of a large number of track changes results in the document being unreadable. To aid the reader therefore, clean and final versions have been submitted.

### **2.2 Section A – Introduction and Background: A guide to East Sussex Fire Authority**

The review of this section was completed as part of stage 1 of this exercise and changes were agreed by the Fire Authority in June 2020 (see background papers).

### **2.3 Section B – The Members of East Sussex Fire Authority (previously referred to as section F3)**

This section has been updated following the outcome from the local elections and the subsequent appointments agreed at the Fire Authority AGM on the 15 June 2021. The changes proposed to this section are largely textual amendments to ensure clarity and do not fundamentally change the role of a Lead Member, or the expectations on them. The text within the body of the section has been updated to avoid unnecessary repetition. The body of the section has been condensed and rewritten in plain English in order to simplify the description and requirements of the Lead Member roles. The section has been amended to reflect the

fact that we refer to the role as Lead Members; this wasn't always the term used and by changing it we ensure continuity throughout. The updated version is included as **Appendix 1**.

## 2.4 **Section C – Arrangements to perform functions:**

### 2.4.1 **The Fire Authority and its Panels** (was section B)

The proposed changes are designed to reflect changes to the Terms of Reference as approved by the Fire Authority over the last few years, and to remove references to bodies which no longer exist, such as the Member/Officer Integrated Risk Management Forum. Additionally, it is proposed that the Independent Remuneration Advisory Group (IRAG) also be removed. Unlike the constituent authorities, the Authority is not required to consult such a group in setting its Members' Allowance Scheme. IRAG has not met since 2013. Finally, some linguistic changes are proposed for consistency with other sections of the revised constitution. The updated section is included as **Appendix 2**.

### 2.4.2 **The Scheme of Delegations to Officers** (was section E)

The scheme of delegations to officers has been reviewed and a small number of updates made to refresh language and terminology, and also to strengthen the distinction between the operational role of the Chief Fire Officer and the role of the Fire Authority (within the framework of existing legislation). The updated section is included as **Appendix 3**.

## 2.5 **Section D – Rules of Procedure:**

### 2.5.1 **Standing Orders (for Meetings)** (was section C Part A General Standing Orders)

The review of this section has been one of two substantial and material parts of the stage 2 review and has been led by Members with support principally provide by Victoria Simpson, Senior Lawyer with Brighton & Hove City Council. The updated section is included as **Appendix 4** and the following notes outline the key and material changes:

- a) Updates and other amends to ensure greater clarity re the Standing Orders' scope and application. This includes modifying the title of the document (to 'Standing Orders') and including a sentence of explanatory text on the title page, as well as modernised vocabulary (Members are no longer 'summonsed' to meetings, while some key records are retained in electronic form), plus the use of the gender-neutral term 'Chairperson' throughout.
- b) Modifications to assist in the smooth conduct of the Authority's business. This includes provision for the appointment each year by constituent authorities of 'Reserve Members', who may then be able to substitute on a whole meeting basis only for a Member appointed from their constituent authority who is unable to attend a specific meeting of the Authority/ one its Panels. Also, clarity regarding who may convene or re-arrange a meeting outside the programme set at the annual meeting (namely the Chief Fire Officer, having consulted with the Chairperson), and provision for all meetings to take place at a time to be determined not before 10am on any day, plus a tidying up of the 'order of business' section.
- c) Some amendments to the rules on Member engagement which a) generate an expectation that amendments will normally be submitted in writing in advance (no later than the working day which precedes the meeting), although the Chairperson retains discretion to accept amendments outside that, including during a meeting where the amendments are considered to assist in resolving matters. Also, b) the introduction of a 'six-month rule' as exists currently at both the constituent authorities.

- d) Changes to the rules on public engagement to emphasise the rights of the press and public to attend meetings where no decision to exclude on basis of confidential exempt information has been made. A deadline for public questions which falls after the agenda is published (as opposed to before the public has sight of it), and deadlines specified for those Petitions which seek to be presented at a meeting. The criteria for the subject matter of questions and petitions has been clarified while provision is made for a minimum threshold for signatories to any Petition (twenty persons, living working or studying in the areas).

#### 2.5.2 Procurement Standing Orders (was section C Part B Contract Standing Orders)

The review of this section has been the second substantial and material part of the stage 2 review and has been led by Claire George, ESFRS Procurement Manager, with support provided by Duncan Savage, Treasurer to the Authority. The contract standing orders (CSOs) have remained in their current format for many years. The continuing transformation of the Authority's procurement function offers an opportunity to refresh the guidance and ensure it encourages the adoption of best practice. The revised Procurement Standing Orders (PSOs) are intended to support the commissioning lifecycle and address omissions created by our new ways of working.

The change in styling from CSOs to PSOs is intended to be more intuitive and clearly signal to colleagues that the Constitution applies to all purchasing activity, regardless of whether it results in a contract being awarded.

Currently the Authority's Constitution does not mandate advertisement or any specified Procurement involvement at the level of sub £50,000 expenditure. As a public sector body, we have a duty to advertise opportunities on the central Government portal Contracts Finder at a contract value of £25,000 & above. Whilst it is permissible for us to not advertise currently (where our CSOs do not mandate a tender exercise), it is not best practice.

To adhere to, and importantly to maximise competition and economic advantage, it is recommended that the Service advertise all applicable contracts above £25,000.

The updated section is included as **Appendix 5** and the following notes outline the key and material changes. In particular, new inclusions relate to:

- Lines of responsibility for both procurement & commissioners
- Contract management and performance
- Liability insurance levels
- Responsible Procurement & Social Value Act considerations
- Procurement cards
- Forward planning & category strategies
- Guidance as to the difference and application of the PSOs across agency staff, employees and consultants
- Understanding total value of a procurement at the outset, including artificial disaggregation and whole life costs
- Summary guidance table for the new thresholds, with clearly defined routes to purchase
- Guidance for developing local suppliers and for dividing contracts into lots, to encourage small and medium sized enterprises to bid for local work
- Guidance relating to the Bribery, Corruption Canvassing and Collusion legislation and Publicity
- Reference to collaboration
- Consideration of Dynamic Purchasing Systems and frameworks

- Removal of approved lists
- Voluntary Ex-Ante Transparency Notice (VEAT) guidance
- Confidentiality & Intellectual Property Rights
- Emergency purchases
- Contract novations
- Document retention periods
- Disposal of surplus goods

### 2.5.3 **Financial Regulations** (was section D Financial Regulations)

This section has not been reviewed at this stage and an updated section will be coming forward to the Fire Authority in December 2021.

## 2.6 **Section E – Codes, Protocols and Guidance:**

### 2.6.1 **Members Information** (was section F)

#### a) **Guidance for Cllrs and Member Development**

This section has been amended to reflect the changes that have been made to the New Member Induction, Member Development Handbook, the new 121 support and guidance scheme for new members, and updated information on Members Seminars. The previous version of this section contained a large introductory section containing information which is duplicated elsewhere in this Constitution and has therefore been removed. There was also reference to outdated procedures and these have been removed to ensure that the constitution accurately represents the opportunities and assistance that are available to Members. The updates section is included as **Appendix 6**.

#### b) **Code of Conduct**

This section has not been updated at this stage. A refreshed code of conduct which takes cognisance of local practice along with the newly released Fire Standards Code of Ethics, will be brought forward to the Authority in December 2021.

#### c) **Member Employee Relations**

The proposed changes to this section are in the main purely small textual amendments with a view to ensuring continuity of language and a plain English approach. It is important that both elected Members and all employees of the Authority are able to fully understand what is required of them and it is hoped that these changes make the document slightly more concise without making any change to the demands that are made on the behaviour of all employees and Members. The updated version is included as **Appendix 7**.

#### d) **Member Allowances**

The proposed update to this section is largely based on a need to simplify and explain the process and entitlements in plain English without duplication and the removal of advice on taxation that was surplus to the needs of the Constitution. The content remains largely the same but is presented in a clearer and simpler way in order to assist Members and the public with their understanding of what allowances we pay, how much they are, who is entitled to them and what we do not pay but can be claimed through constituent authorities. The updated section is included as **Appendix 8**.

## 2.6.2 Guidance

### a) Access to Information (was section G1)

This section has been updated and is included as **Appendix 9**.

### b) Social Media (was section G2)

This section has not been updated. This will be reviewed in line with the review of the Code of Conduct and will be brought forward to the Authority in December 2021.

### c) Legislation (was section G3)

This section has been reviewed and there are no changes other than renumbering in line with the new indexing.

2.7 Members will note that section E in the reformatted Constitution also includes the Fire Authority Strategies. New and updated Fire Authority Strategies in relation to Prevention & Protection, Response & Resilience, Fleet & Equipment, and Communications, Engagement & Marketing are included elsewhere on this agenda. Section E will therefore be updated following this meeting and subject to the Fire Authority agreeing said strategies.

2.8 The Authority is asked to note at this stage the proposal for a third stage which will involve a more root and branch review of the Authority's arrangements in relation to Member Code of Conduct (and associated social media guidance) and the Authority's Financial regulations. It is anticipated at this stage that the review of the Member Code of Conduct will benefit from involvement with Members and the necessary working group will be engaged with during the Autumn.

2.9 Members are asked to note the intention to bring a further report to the Authority in December 2021 proposing additional updates to the Constitution in relation to Member Code of Conduct and Financial Regulations.

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## East Sussex Fire Authority Members

### East Sussex County Councillors

Councillor Abul Azad (Conservative)

Email: [cllr.abul.azad@eastsussex.gov.uk](mailto:cllr.abul.azad@eastsussex.gov.uk)

Councillor Chris Dowling (Conservative)

Email: [cllr.chris.dowling@eastsussex.gov.uk](mailto:cllr.chris.dowling@eastsussex.gov.uk)

Councillor Roy Galley (Conservative)

Email: [cllr.roy.galley@eastsussex.gov.uk](mailto:cllr.roy.galley@eastsussex.gov.uk)

Councillor Nuala Geary (Conservative)

Email: [cllr.nuala.geary@eastsussex.gov.uk](mailto:cllr.nuala.geary@eastsussex.gov.uk)

Councillor Carolyn Lambert (Liberal Democrat)

Email: [cllr.carolyn.lambert@eastsussex.gov.uk](mailto:cllr.carolyn.lambert@eastsussex.gov.uk)

Councillor Wendy Maples (Green)

Email: [cllr.wendy.maples@eastsussex.gov.uk](mailto:cllr.wendy.maples@eastsussex.gov.uk)

Councillor Sorrell Marlow-Eastwood (Conservative)

Email: [cllr.sorrell.marlow-eastwood@eastsussex.gov.uk](mailto:cllr.sorrell.marlow-eastwood@eastsussex.gov.uk)

Councillor Sarah Osborne (Liberal Democrat)

Email: [cllr.sarah.osborne@eastsussex.gov.uk](mailto:cllr.sarah.osborne@eastsussex.gov.uk)

Councillor Paul Redstone (Conservative)

Email: [cllr.paul.redstone@eastsussex.gov.uk](mailto:cllr.paul.redstone@eastsussex.gov.uk)

Cllr Phil Scott (Labour)

Email: [cllr.phil.scott@eastsussex.gov.uk](mailto:cllr.phil.scott@eastsussex.gov.uk)

Cllr Barry Taylor (Conservative)

Email: [cllr.barry.taylor@eastsussex.gov.uk](mailto:cllr.barry.taylor@eastsussex.gov.uk)

Cllr David Tutt (Liberal Democrat)

Email: [cllr.david.tutt@eastsussex.gov.uk](mailto:cllr.david.tutt@eastsussex.gov.uk)

### **Brighton & Hove City Councillors**

Councillor Amanda Evans (Labour)  
Email: [amanda.evans@brighton-hove.gov.uk](mailto:amanda.evans@brighton-hove.gov.uk)

Councillor Les Hamilton (Labour)  
Email: [leslie.hamilton@brighton-hove.gov.uk](mailto:leslie.hamilton@brighton-hove.gov.uk)

Councillor Garry Peltzer Dunn (Conservative)  
Email: [garry.peltzerdunn@brighton-hove.gov.uk](mailto:garry.peltzerdunn@brighton-hove.gov.uk)

Councillor Steph Powell (Green)  
Email: [steph.powell@brighton-hove.gov.uk](mailto:steph.powell@brighton-hove.gov.uk)

Councillor Carol Theobald (Conservative)  
Email: [carol.theobald@brighton-hove.gov.uk](mailto:carol.theobald@brighton-hove.gov.uk)

Councillor Pete West (Green)  
Email: [pete.west@brighton-hove.gov.uk](mailto:pete.west@brighton-hove.gov.uk)

All postal correspondence to Councillors may be sent via Democratic Services, East Sussex Fire & Rescue Service Headquarters, Church Lane, Lewes, East Sussex, BN7 2DZ.

### **Fire Authority Lead Members**

The Fire Authority benefits from having Lead Members who will provide detailed support, advice and scrutiny for matters overseen by the Policy & Resources and Scrutiny & Audit Panels. Guidance on the exact role of Lead Members includes:

- i. [Role Scope](#)
- ii. [Reporting .](#)
- iii. [Media Statements & Press Releases](#)
- iv. [Lead Member Engagement](#)
- v. [Strategies and ESFRS Functions](#)
- vi. [Support & Training](#)

#### [APPENDIX A – Lead Member Arrangements](#)

Lead Members current remits as at June 2021 are set out in Appendix A.

## **LEAD MEMBER ROLES AND RESPONSIBILITIES**

### **GUIDANCE AS AT JUNE 2021**

In addition to the more general requirements of their role on the Fire Authority, Lead Members are expected to become experts within their remit and to represent the Fire Authority within their specialist area.

#### **i. Lead Member Scope**

The Fire Authority does not have executive governance arrangements. It runs under committee arrangements, at East Sussex Fire Authority these are referred to as “Panels”. Any executive powers delegated by the Fire Authority are defined within the terms of reference of the Panels, or delegated functions of officers of the Fire Authority. Lead Members do not have any additional executive powers.

Lead Members are accountable to the Fire Authority and its Panels. Their scope is to represent their remit to the Fire Authority and provide assurance that recommendations and decisions arising within their remit are sound and evidence based, have followed appropriate processes and are aligned to the Authority’s Strategies.

#### **ii. Lead Member Reporting**

It will occasionally be necessary for a Lead Member to contribute to reports for the Policy & Resources or Scrutiny & Audit Panel. Preparation of reports will be the responsibility of the lead Principal Officer/Assistant Director.

Where a Lead Member has contributed to a report, they will be named alongside the lead Principal Officer/Assistant Director.

It is the responsibility of the lead Principal Officer/Assistant Director to liaise with Lead Members to ensure their comments and contributions are included within reports.

When relevant, the lead Principal Officer/Assistant Director and their Lead Member, will create a summary of Lead Member actions/updates three weeks prior to the next Fire Authority meeting.

Principal Officer/Assistant Directors will support Lead Members and advise on strategic issues. Where a Member Lead identifies an area which might merit further scrutiny, they should inform their lead Principal Officer/Assistant Director, who after due consideration will ensure it is addressed in an appropriate manner.

Meetings between Lead Members and Principal Officers will be arranged on a regular basis, to fit in with the Fire Authority timetable.

**iii. Media Statements and Press Releases**

Lead Members are permitted to make statements on their remits, but this must be done in accordance with the Fire Authority's Communication, Engagement and Consultation Strategy and in consultation with responsible officers.

Lead Member communications are welcomed as a means of enhancing public knowledge and engagement in the work of our organisation and helping us to make our local communities safer and more sustainable.

All Member led communications must be agreed in advance by the Chairperson and lead Principal Officer or, in their respective absences, the Vice Chairperson and another Principal Officer. Any urgent communication with the media must be co-ordinated through the ESFRS Communications & Marketing Manager.

Generally, the lead Principal Officer will prompt/encourage when a press release should be made, but Member Leads are encouraged to take the initiative on relevant occasions, in consultation with the lead Principal Officer.

**iv. Lead Member Engagement**

Any engagement Lead Members have with external parties must be within the context of the Fire Authority's Communication, Engagement and Consultation Strategy .

Generally, it will be for the lead Principal Officer to prompt/encourage consultation and engagement opportunities, but it is hoped that Lead Members will take the initiative on relevant occasions, in consultation with the lead Principal Officer, and ensure feedback received is captured.

**v. Strategies and ESFRS functions**

Lead Members should have a broad understanding of the Fire Authority strategies and a working knowledge of how ESFRS functions, including potential areas of overlap. Care should be taken to ensure all issues are given appropriate consideration as part of specific Lead Member remits. Where potential conflicts arise, these should be discussed with Lead Members, Group Leaders and the Principal Officers concerned. Lead Members are not allowed to use their position for political purposes.

**vi. Lead Member Support and Training**

Lead Members should feel adequately supported however, there are no additional administrative resources available. Preparations of briefing notes, seminar presentations and consultation and engagement opportunities should be co-ordinated through lead Principal Officers who will utilise their available resources to assist, where possible.

Training and development opportunities for Lead Members will be provided if required.

## **ROLES AND RESPONSIBILITIES OF LEAD MEMBERS**

### **ROLES**

The primary role of a Lead Member is to support the Fire Authority's democratic responsibilities and help achieve its Purpose and Commitments. Lead Members should promote knowledge and understanding on the relevant remits both within and outside the Service; by undertaking the following key activities:

- A** championing key services both internally and externally encouraging engagement with relevant stakeholders and maximising collaboration.
- B** working with fellow Lead Members to ensure the development of the Fire Authority is proportionate and inclusive.
- C** assisting in the development and prioritisation of cost effective service delivery within the available medium-term resource constraints and refining Service Strategies to ensure they remain appropriate to community needs and strategic priorities.
- D** ensure services are properly defined, developed and delivered within a strong performance management framework.
- E** engage with external parties as appropriate to seek opportunities to help ESFRS adopt best practices in a timely manner within the national, regional and local community contexts.

### **DUTIES**

The primary activities that a Lead Member is anticipated to undertake include:

- A** Research into subject areas to develop their knowledge and understanding of the particular remit to which they have been appointed.
- B** Increase their awareness of relevant external assessment recommendations and best practice documents and consider the position



of the Service in meeting such expectations for future improvement planning.

- C** Be aware of the performance position of the Service in relation to past performance patterns and within the context of available benchmarking material as well as an overview of the resource inputs, outputs and outcomes expected from the functional area as appropriate.
- D** Attend meetings and develop relationships with Fire & Rescue Service Managers/employees to increase knowledge and understanding of the services provided.
- E** Share the knowledge and understanding gained through:
  - Informal briefings with both Members and Senior officers
  - Internal/external briefing documents
  - Presentations
  - Press releases
  - External consultation and engagement and shared working as appropriate

This will be supported by the relevant lead Principal Officer/Assistant Director.



**Appendix A**

**Lead Member Arrangements**

<b>Lead Role</b>	<b>Lead Officer</b>
Health & Safety	Assistant Director People Services
Performance & Assurance	Assistant Director Planning & Improvement
Inclusion & Diversity	Assistant Director People Services
IT	Assistant Director Resources/Treasurer
Estates	Assistant Director Resources/Treasurer
Sustainability & Environment	Assistant Director Resources/Treasurer

**Note:**

The Lead Member role does not attract an entitlement to Special Responsibility Allowance.



## SECTION C 1

### EAST SUSSEX FIRE AUTHORITY AND ITS PANELS

#### Index

[Introduction](#)

[East Sussex Fire Authority](#)

[Terms of Reference of Fire Authority Panels](#)

[Urgency Panel](#)

[Policy and Resources Panel](#)

[Scrutiny and Audit Panel](#)

[Standards Hearing Panel](#)

[Pension Board](#)

[Human Resources Panel](#)

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Responsible Officer	First Section Issue Date	Section Amended/Updated	Review Date
Assistant Director Planning and Improvement	October 2005	December 2014 February 2015 June 2015 December 2015 May 2016 July 2019 September 2021	



## **Introduction**

East Sussex Fire Authority was established by the East Sussex Fire Services (Combination Scheme) Order 1996.

The functions of the Fire Authority are set out in the Fire & Rescue Services Act 2004, which defines the core functions of making provision for fire safety, fire-fighting and rescues from road traffic accidents. The Fire Authority may also provide services that appear to the Authority to be appropriate, both within and outside the Authority's area.

The Regulatory Reform (Fire Safety) Order 2005 sets out further powers of the Fire Authority in relation to inspection of premises and Alterations, Enforcement and Prohibition Notices.

The Fire Authority is also a category 1 responder under the provisions of the Civil Contingencies Act 2004 and has a duty to respond to emergencies as well as assess, plan and advise.

Extracts from the relevant legislation are available on-line.

## **EAST SUSSEX FIRE AUTHORITY**

The Fire Authority comprises 18 Members (12 from East Sussex County Council and 6 from Brighton & Hove City Council).

*(Quorum 6: provided that there shall be at least one representative from each constituent authority)*

Whilst the Fire Authority has agreed a Scheme of Delegations to its Panels and Officers, there are some functions that may only be discharged by the Fire Authority.

Only the Fire Authority will exercise the following functions:

Approving:

- variations to Standing Orders, including Contract Standing Orders, and financial regulations
- the revenue budget and capital programme, levying or issuing a precept, and borrowing money
- the terms of reference and composition of Panels
- substantial changes to the Constitution
- a Scheme of Delegation to Officers
- a Code of Conduct for Members
- a Members Allowances Scheme
- a Pay Policy Statement
- major policy issues, including approving the Integrated Risk Management Plan
- the Authority's strategic objectives and priorities

Appointing the Chairperson of the Authority

Any matters by law that must be approved by the Authority

## **TERMS OF REFERENCE OF FIRE AUTHORITY PANELS**

The Fire Authority has established the following Panels:

- Urgency Panel
- Policy and Resources Panel
- Scrutiny and Audit Panel
- Standards Hearing Panel
- Human Resources Panel
- Principal Officer Appointments Panel

Panels may establish Working Groups to deal with specific tasks as required from time to time.

Details of the number of Members and quorum of each Panel are given immediately after each Panel heading below. Members are appointed from the political groups on the Fire Authority in accordance with the requirements for political balance up to the number fixed for the Panel concerned (with the exception of the Standards Hearing Panel and the Principal Officer Appointments Panel.) If no specific appointments are made by the Fire Authority, Panel Members, (and substitutes in the event of non-availability of Panel Members), are nominated by the Monitoring Officer after consultation with the spokespersons for the relevant political groups.

These terms of reference form part of the authority's constitution and may be amended in accordance with the constitution. Where the changes are required as a result of legislative changes, the Chief Fire Officer in consultation with the Monitoring Officer, may make consequential amendments.

## **URGENCY PANEL**

**(Number of Members 6: Quorum 3 voting Members)**

The Terms of Reference for the Urgency Panel are as follows:

1. To make decisions on any matters within the functions of the Fire Authority which the Urgency Panel considers to be urgent. (Excluding those powers delegated to the Standards Hearing Panel under Section 28 (11) of the Localism Act 2011).
2. To determine if requests for assistance from Members of the Fire Authority, Principal Officers, the Monitoring Officer or the Treasurer fall within the general indemnity provided for Officers and Members of the Authority.
3. To determine any applications by Principal Officers under the indemnity arrangements as advised by the Treasurer and Monitoring Officer.

## **POLICY AND RESOURCES PANEL**

### **(Number of Members 6: Quorum 3 voting Members)**

The Terms of Reference for the Policy and Resources Panel are as follows:

4. To advise the Authority on Policy and Resources issues as appropriate.
5. To provide overall political leadership to the service and to drive the formulation, planning and subsequent implementation of Fire Authority Plans and Strategies.
6. To advise the Fire Authority on the strategic risk based planning agenda in line with the need to secure continuous service improvement and community risk reduction across East Sussex and the City of the Brighton & Hove and within the context of:
  - (i) guidance issued under the Fire & Rescue Services Act 2004 and its related National Framework; and
  - (ii) other legislation such as the Civil Contingencies Act 2004
7. Annually, to present options to the Fire Authority, for service improvement and community risk reduction, including associated financial implications, having regard to matters such as:
  - (i) predicted risks of changes to available resources over the medium term;
  - (ii) key long term service improvement priorities of the Authority as determined and set out in the Authority's Strategic Plan and Annual Performance Plan;
  - (iii) effective partnership working; and
8. To instruct officers to implement efficiency measures agreed by the Panel which do not involve a change of policy or level of service and to report the Panel's decision to the next meeting of the Authority.
9. To monitor the Members' Allowance Scheme and other CFAs' schemes on an annual basis between formal review periods to ensure that it remains equitable and fair.
10. To discharge any of the functions of the Fire Authority except:
  - a) those functions which only the Fire Authority has power to exercise;



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**East Sussex Fire Authority and its Panels**

- b) those functions delegated to any other Panel, excluding the Urgency Panel; in relation to proposals which are advised by the Chief Fire Officer & Chief Executive, or the Treasurer, or the Monitoring Officer to be of significant budgetary or strategic importance; or
- c) in any case where the Chairman or a majority of the Panel wishes the decision to be taken by the Fire Authority.

## **SCRUTINY AND AUDIT PANEL**

**(Number of Members 6: Quorum 3 voting Members)**

The terms of reference for the Scrutiny & Audit Panel are as follows:

11. The Scrutiny & Audit Panel is a key component of East Sussex Fire Authority's corporate governance. It provides an independent and high-level focus on the audit, assurance and reporting arrangements that underpin good governance and financial standards.
12. The purpose of the Scrutiny & Audit Panel is to provide independent assurance to the Members of the adequacy of the risk management framework and the internal control environment. It provides an independent review of East Sussex Fire Authority's governance, risk management and control frameworks and oversees the financial reporting and annual governance processes. It oversees internal audit and external audit, helping to ensure efficient and effective assurance arrangements are in place.

### **Governance, risk and control**

13. To review the Authority's corporate governance arrangements against the good practice standards.
14. To review the Authority's assurance statements, including the Annual Governance Statement, prior to approval and to consider whether they properly reflect the risk environment and supporting assurances.
15. To consider the Authority's arrangements to secure value for money and review assurances and assessments on the effectiveness of these arrangements.
16. To monitor the effective development and operation of risk management in the Authority.
17. To consider reports on the effectiveness of internal controls and monitor the implementation of agreed actions.
18. To review the effectiveness of management arrangements to ensure probity and legal / regulatory compliance and the Authority's exposure to the risk of fraud and corruption including, but not limited to, procurement standing orders, financial regulations, codes of conduct, the counter-fraud strategy, whistleblowing and complaints processes.

19. To receive reports from the Pension Board.

**Internal audit**

20. To oversee the internal audit service on behalf of the Authority, including but not limited to:
- a) approving the internal audit charter;
  - b) reviewing proposals made in relation to the appointment of external providers of internal audit services;
  - c) approving the risk-based internal audit plan;
  - d) approving the Head of Internal Audit's annual report and considering their opinion on the overall adequacy and effectiveness of the Authority's framework of governance, risk management and control;
  - e) considering any specific internal audit reports deemed necessary;
  - f) considering the effectiveness of the internal audit service including its performance and compliance with the Public Sector Internal Audit Standards (PSIAS);
  - g) considering the action taken by the Authority in responding to and implementing internal audit recommendations.

**External audit**

21. To oversee external audit activity on behalf of the Authority including, but not limited to:
- a) considering the external auditor's annual letter, relevant reports, and the report to those charged with governance;
  - b) considering specific reports as agreed with the external auditor;
  - c) commenting on the scope and depth of external audit work and to ensure it gives value for money.
22. To commission work from internal and external audit.
23. To advise and recommend on the effectiveness of relationships between external and internal audit and other inspection agencies or relevant bodies.

**Financial reporting**

24. To review the annual statement of accounts. Specifically, to consider whether appropriate accounting policies have been followed and whether there are concerns arising from the financial statements or from the audit that need to be brought to the attention of the Authority.

25. To consider the external auditor's report to those charged with governance on issues arising from the audit of the accounts.

### **Scrutiny and Performance Review**

26. To review and scrutinise decisions made or actions taken in connection with the discharge of any of the Authority's functions.
27. To review and scrutinise the performance of the Authority in relation to its aims and objectives and its performance targets.

### **Standards**

28. To discharge the following functions:
- a) Promoting and maintaining high standards of conduct by the Members and co-opted Members of the Authority as required by section 27 (1) of the Localism Act 2011.
  - b) Assisting Members and co-opted Members of the Authority to observe the Authority's Code of Conduct.
  - c) Advising the Authority on the adoption or revision of a Code of Conduct.
  - d) Monitoring the operation of the Authority's Code of Conduct.
  - e) Promoting and maintaining high standards of conduct by employees of the Authority.
  - f) Developing and adopting procedures for the assessment, investigation and determination of Code of Conduct complaints.
  - g) Advising the Authority on the adoption or revision of any codes/guidance (1) regulating working relationships between the Members and co-opted Members of the Authority and the employees of the Authority, (2) governing the conduct of employees of the Authority or (3) for preventing fraud or corruption, including any "whistle blowing" codes.
  - h) Monitoring the operation of any such codes/guidance.
  - i) Training or arranging training in connection with any of the foregoing.
  - j) Supporting the Monitoring Officer and the Treasurer in their statutory monitoring roles and in the issue of any guidance by them.
  - k) Receiving reports from the Monitoring Officer on any matter relating to ethical standards and deciding action as appropriate.

29. As authorised by section 33 of the Localism Act 2011:

To exercise the power to grant dispensations to Members and co-opted Members of the Authority whose participation in any business would otherwise be prohibited by section 31(4) of the Localism Act 2011.



30. As required by Section 28 (11) of the Localism Act 2011:

Where a Member or Co-opted Member has failed to comply with the Code of Conduct, to determine whether to take action in relation to that member.

[Note – usually this function will be discharged by a Standards Hearing Panel following a hearing].

## **STANDARDS HEARING PANEL**

**(Sections 15 and 16 of the Local Government and Housing Act 1989 shall not apply in respect of this Panel). ,**

**Number of members: Any 3 members of the Scrutiny and Audit Panel: Quorum 3)**

The Terms of Reference for the Standards Hearing Panel are as follows:

To conduct determination hearings in relation to allegations of breaches of the Code of Conduct for Members referred by the Monitoring Officer and, where it has found that a Member has breached the Code, in accordance with section 28 (11) of the Localism Act 2011 to determine whether to take action in relation to that Member and, if so, what action to take.

## **PENSION BOARD**

**Number of members: 4 Elected Members (Employer) 4 Scheme Members (Employee): Quorum 3 to include at least 1 Employer and 1 Employee representative)**

The full title of the Board is the Firefighters' Pension Scheme Local Pension Board of East Sussex Fire Authority however it is referred to in practice as the Pension Board. It has been established by East Sussex Fire Authority as the Scheme Manager under the provisions of the Public Sector Pensions Act 2013 and the Firefighter's Pension Scheme (Amendment)(Governance) Regulations 2015.

1. The purpose of the Pension Board is to assist East Sussex Fire Authority in its role as a scheme manager of the Firefighters' Pension Scheme. Such assistance is to:
  - a) secure compliance with the Regulations, any other legislation relating to the governance and administration of the Scheme, and requirements imposed by the Pensions Regulator in relation to the Scheme and';
  - b) ensure the effective and efficient governance and administration of the Scheme.

### **Duties**

2. The Pension Board should at all times act in a reasonable manner in the conduct of its purpose. In support of this duty Board members:
  - a) should act always in the interests of the scheme and not seek to promote the interests of any stakeholder group above another.
  - b) should be subject to and abide by the East Sussex Fire Authority code of conduct for members.

### **Membership**

3. The Pension Board will comprise an equal number of employer and member representatives with a minimum requirement of no less than four in total. The current membership is made up of four employer representatives who are elected members of and appointed by East Sussex Fire Authority and four scheme member representatives.
4. Substitute members will not be permitted.

5. Each Pension Board member shall endeavour to attend all Board meetings during the year.

**Employee - Member representatives**

6. Four member representatives shall be appointed to the Pension Board.
7. Member representatives shall either be members of the scheme administered by East Sussex Fire Authority or have experience of representing pension scheme members in a similar capacity.
8. Member representatives should be able to demonstrate their capacity to attend and complete the necessary preparation for meetings and participate in training as required.

**Employer - Elected representatives**

9. Four employer representatives shall be appointed to the Pension Board.
10. Employer representatives shall be elected members of and appointed by East Sussex Fire Authority.
11. Employer representatives should be able to demonstrate their capacity to attend and complete the necessary preparation for meetings and participate in training as required.
12. Employer representatives shall be appointed by East Sussex Fire Authority in a manner which it considers best promotes the purpose of the Board.

**Appointment of Chairperson**

13. East Sussex Fire Authority shall appoint a chairperson.
14. The duties of the chairperson should be in accordance with the duties of a chairperson within East Sussex Fire Authority.

**Notification of appointments**

15. On appointment to the Pension Board, East Sussex Fire Authority shall publish the name of the appointees, the process followed in the appointment together with the way in which the appointments support the effective delivery of the purpose of the Board.

### **Conflicts of interest**

16. All members of the Pension Board must declare to East Sussex Fire Authority on appointment and at any such time as their circumstances change any potential conflict of interest arising as a result of their position on the Board.
17. On appointments to the Pension Board and following any subsequent declaration of potential East Sussex Fire Authority shall ensure that any potential conflict is effectively managed in line with both the internal procedures of East Sussex Fire Authority and the requirements of the Pensions Regulator's codes of practice on conflict of interest for Board members.

### **Knowledge and Understanding (including Training)**

18. Knowledge and understanding must be considered in light of the role of the Pension Board to assist East Sussex Fire Authority in line with the requirements outlined above. The Board should establish and maintain a policy and framework to address the knowledge and understanding requirements that apply to Board members. That policy and framework shall set out the degree of knowledge and understanding required as well as how knowledge and understanding is acquired, reviewed and updated.
19. Pension Board members shall attend and participate in training arranged in order to meet and maintain the requirements set out in the Board's Training policy.
20. Pension Board members shall participate in such personal training needs analysis or other processes that are put in place in order to ensure that they maintain the required level of knowledge and understanding to carry out their role on the Board.

### **Term of Office**

21. Term of Office shall be longer than 12 months where possible to allow sufficient development of knowledge and understanding.
22. Pension Board membership may be terminated prior to the end of the term of office due to:
  - a) A member representative appointed on the basis of their membership of the scheme no longer being a member of the scheme



- b) A member representative no longer being a member of the body on which their appointment relied
- c) An employer representative no longer holding the office or employment or being a member of the body on which their appointment relied
- d) The representative no longer being able to demonstrate their capacity to attend and prepare for meetings or to participate in required training.

### **Meetings**

- 23. The Pension Board shall meet quarterly but no fewer than three times during any annual cycle.
- 24. The chairperson of the Pension Board with the consent of the Board membership may call additional meetings. Urgent business of the Board between meetings may, in exceptional circumstances, be conducted via communications between members of the Board including telephone conferencing and e-mails.

### **Voting**

- 25. The chairperson shall determine when consensus has been reached.
- 26. Where consensus is not achieved this should be recorded by the chairperson.
- 27. In support of its core functions the Board may make a request for information to the Chief Fire Officer & Chief Executive or any other officer with delegated responsibility for the scheme manager function with regard to any aspect of that function. Any such a request should be reasonably complied with in both scope and timing.
- 28. In support of its core functions the Board may make recommendations to the Chief Fire Officer & Chief Executive or any other officer with delegated responsibility for the scheme manager function which should be considered and a response made to the Board on the outcome within a reasonable period of time.

### **Reporting**

- 29. The Pension Board shall report its activities periodically, but at least once each year to the Scrutiny & Audit Panel.
- 30. Pension Board members are required to report breaches of the law to the regulator where they believe there is a legal duty that has not or is not



being complied with or the failure to comply will be of material significance to the Pensions Regulator in the exercise of its functions. Any breach brought to the attention of the Pension Board, whether potential or actual, shall be dealt with in accordance with the procedure set out in the Breaches of Law Policy and Guidance.

### **Interpretation**

31. In these terms 'the Scheme' means the Firefighters' Pension Scheme.
32. Regulations referred to within these Terms of Reference include the Firefighters' Pension Scheme 1992, as amended, the Firefighters' Pension Scheme 2006, as amended, the Firefighters' Pension Scheme Regulations 2014 as amended, the Pension Regulators Codes of Practice as they apply to the scheme manager and pension board, and any other relevant legislation applying to the Scheme.

## **HUMAN RESOURCES PANEL**

**(Number of Members 6: Quorum 3 voting Members)**

The Terms of Reference of the Human Resources Panel are as follows:

1. To hear and determine:
  - a) appeals in relation to dismissal action taken against any officer contracted to the National Joint Council Conditions of Service (Grey Book) or any employee contracted to the National Joint Council for Local Government Services (Green Book)
  - b) any other matter referred to the Panel under the disciplinary procedures of the Fire Authority.
2. To hear and determine collective disputes in accordance with:
  - a) The NJC for Local Authority Fire & Rescue Services Scheme of Conditions of Service (Grey Book).
  - b) The NJC Scheme of Conditions of Service for Local Government Services (Green Book).
3. To hear and determine appeals against the outcome of grievance hearings if the grievance was already heard by the Chief Fire Officer and Chief Executive Officer. The appeal will be heard by the Fire Authority Human Resources Panel comprising at least 3 elected members and advised by the Monitoring Officer.
4. To hear and determine any matters which are required to be dealt with by Members of the Authority under the Firefighters' Pension Scheme, the Local Government Pension Scheme and any predecessors to these schemes or any procedures adopted by the Authority in relation to pensions.
5. To decide appeals on the reduction of sick pay for operational and control staff contracted to the National Joint Council Conditions of Service (Grey Book) and the National Joint Council for Brigade Managers of the Fire and Rescue Services (Gold Book) in the event of a member of staff being dissatisfied with the outcome of the appeal to the Chief Fire Officer & Chief Executive.

## **PRINCIPAL OFFICER APPOINTMENTS PANEL**

**Sections 15 and 16 of the Local Government and Housing Act 1989 shall not apply in respect of this Panel, which shall comprise the Chairperson of the Authority and the Leader of each political group (excluding the political group of which the chairperson is a member), and one additional seat allocated to the Conservative Group.**

**The Act requires the Authority to agree this without any member of the Authority voting against.**

### **Quorum: 3 voting Members**

1. To determine the appointment procedures for the post of Chief Fire Officer & Chief Executive.
2. To carry out the shortlisting of candidates for the post of Chief Fire Officer & Chief Executive.
3. To conduct final interviews and make appointments to the posts of Chief Fire Officer & Chief Executive, Deputy Chief Fire Officer and Treasurer. In conducting final interviews, the Panel will be assisted by an independent specialist adviser. In the case of appointments to the posts of Deputy Chief Fire Officer and Treasurer, the specialist advisor will be the Chief Fire Officer and Chief Executive.
4. To consider and approve terms and conditions of service, including remuneration, for Principal Officers and the Treasurer to the Authority.
5. To hear and determine appeals from the Human Resources Panel acting as the Disciplinary Panel for staff contracted to the National Joint Council for Brigade Managers of the Fire and Rescue Services (Gold Book) and additionally the post of Treasurer.

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**The scheme of delegations to officers**

**SECTION C2**

**THE SCHEME OF DELEGATIONS TO OFFICERS**

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Responsible Officer	Section Issue Date	Amended/Updated	Review Date
Assistant Director, Planning & Improvement	December 2014	July 2016 February 2017 July 2019 June 2021	

## **1. Introduction**

- 1.1 This Scheme is made under Section 101 of the Local Government Act 1972, which applies to the Authority by virtue of the East Sussex Fire Services (Combination Scheme) Order 1996.
- 1.2 For the purposes of this Scheme of Delegation the proper officers are the Chief Fire Officer, Treasurer and the Monitoring Officer.
- 1.3 The Authority has delegated to the officers the powers set out in this Scheme. Those matters which may not be delegated to officers include:
- (i) variations to Standing Orders, including Contract Standing Orders and Financial Regulations;
  - (ii) approval of the revenue budget and capital programme, levying or issuing a precept, and borrowing of money;
  - (iii) adopting a Member Allowances Scheme;
  - (iv) appointing a chairman of the Fire Authority;
  - (v) major policy issues, including approving the Integrated Risk Management Plan;
  - (vi) the Authority's strategic objectives and priorities;
  - (vii) approval of a Scheme of Delegation to officers;
  - (viii) approval of terms of reference and composition of Panels;
  - (ix) approval of a Pay Policy Statement;
  - (x) approval of a Code of Conduct for Members;
  - (xi) approval of substantial changes to the Constitution;
  - (xii) any matter reserved to a Panel; and
  - (xiii) any matters by law that must be approved by the Fire Authority.
- 1.4 The Scheme sets out the limits of authority of the Chief Fire Officer, Treasurer and Monitoring Officer. Additional delegations to the Chief Fire Officer, the Monitoring Officer and the Treasurer are described in the Standing Orders, Contract Procedure Rules and Financial Regulations.
- 1.5 Any interpretation of the Scheme shall be in accordance with the Authority's wish that the Scheme shall not be construed restrictively.

## **2. General Conditions of Delegation and Definitions**

- 2.1 The existence of a delegation shall not require the Chief Fire Officer, (or any other officer to whom the authority has been delegated), to take a decision on that issue. Any delegation of functions to an Officer under the Scheme shall not prevent the Authority or a relevant Panel from exercising those functions. The Chief Fire Officer needs to be aware of particular controversial issues which may be of concern to the Authority. In such circumstances they may refer the matter for guidance or decision by the Authority if they consider it appropriate to do so.



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- 2.2 The Monitoring Officer to the Authority shall keep the operation of the Scheme of Delegations under review and the Authority may amend its provisions from time to time. Financial limits should be reviewed annually by the Treasurer.
- 2.3 The functions delegated under the Scheme shall be subject to the Authority's Standing Orders, Financial Regulations, policies and procedures and to any instruction or guidance of the Authority or an appropriate Panel acting under its delegated powers. Any expenditure shall be within the revenue estimates and capital programme, either as approved or with any variations permitted under Standing Orders and Financial Regulations or by the Authority or a relevant Panel.
- 2.4 In exercising delegated powers the Chief Fire Officer shall consult the Chairperson and Vice Chairperson as appropriate.
- 2.5 The Chief Fire Officer may authorise officers within the Service to exercise powers delegated to them. The Chief Fire Officer must maintain proper records of such authorisation. The Chief Fire Officer shall remain accountable for any actions or decisions taken under that authority.
- 2.6 The Principal Officers (Chief Fire Officer, Deputy Chief Fire Officer, Assistant Chief Fire Officer) are authorised to act in all matters related to the operational delivery of the Service and for those functions that fall within their remit of responsibility and, without prejudice to the generality of the foregoing, to exercise the functions set out in paragraph 4.3 below with the exceptions of paragraphs 4.3 (viii), (ix) and (xi).
- 2.7 In the event of the Chief Fire Officer's post being vacant or in the absence of the Chief Fire Officer, those delegated powers may be exercised by the Deputy Chief Fire Officer so far as permitted by law. Where the Deputy Chief Fire Officer is unable to act, those delegated powers may be exercised by any other Principal Officer of the authority, so far as permitted by law.
- 2.8 All such matters as may be regarded as included by inference shall be comprised within the delegated functions of Officers and any delegation to an Officer shall include all consequential or ancillary matters as necessary. For example, where the exercise of a function has been delegated, it shall include, subject to any express reservations in the Scheme, the power to serve notices or orders, authorise agreements, authorise proceedings or fix or vary fees and charges etc.

**3. General Delegation of Functions to the Chief Fire Officer, Monitoring Officer and Treasurer of the Authority**

The overriding principle shall be that the Chief Fire Officer is responsible for the planning, organisation, management and delivery of the operational service notwithstanding those matters reserved for the Authority as detailed in section 1.3 above.

## Section C2 The scheme of delegations to officers

The following general functions are delegated to the Chief Fire Officer, the Monitoring Officer and the Treasurer in relation to the respective services for which they are responsible:

The power to perform and administer the services for which they are responsible, including taking and implementing decisions which aid in maintaining the operation or effectiveness of those services. The power shall be exercised in conformity with the restrictions set out in the Introduction to the Scheme.

### **4. Specific Delegation of Functions to the Chief Fire Officer and other Officers**

- 4.1 The Chief Fire Officer shall, within the approved budgets, Authority Strategies and policies, exercise all matters of day-to-day administration and operational management and delivery of the service and functions. This delegation shall include taking and implementing decisions including, in particular, any decision which is concerned with maintaining the operation or effectiveness of those services or with a matter incidental to the discharge of the authority's functions or which falls within the scope of the authority's policy framework.
- 4.2 The Chief Fire Officer is authorised to discharge the functions of the Authority in relation to the Service subject to the following requirements:
- (i) any decisions or actions shall comply with relevant resolutions, orders and directions of the Authority and of its appointed Panels;
  - (ii) where any matter involves professional or technical considerations within the sphere or competence of another officer, the Chief Fire Officer shall consult with that officer before authorising action. This shall not be limited to officers within the employ of the authority, if circumstances require.
- 4.3 The Chief Fire Officer is authorised to exercise all the powers of the Authority under relevant legislation. Without prejudice to the generality of this provision he/she may in particular carry out the following:
- (i) fulfil the functions of the Authority as a Fire & Rescue Authority under, or in relation to, the Fire & Rescue Services Act 2004;
  - (ii) in consultation with the Monitoring Officer, institute, defend, withdraw or compromise legal proceedings, whether civil and/or criminal, pertaining to the Fire Authority's statutory functions in respect of the Regulatory Reform (Fire Safety) Order 2005;
  - (iii) take appropriate action on behalf of the Authority under The Regulatory Reform (Fire Safety Order) 2005;
  - (iv) on the advice of the Assistant Director of Safer Communities, designate persons as Inspectors under Article 26 of the Fire Safety Order to the extent



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- that the functions may only be carried out by a duly qualified and appointed inspector;
- (v) exercise, where appropriate, the responsibilities of the Authority where it acts as a statutory consultee or as an agent for either or both constituent Authorities;
  - (vi) authorise named members of staff in writing to exercise the powers of inspectors under the Article 27 of the Fire Safety Order, including entering any premises which an inspector has reason to believe it is necessary for them to enter for the purpose of carrying out the said Order and any regulations made under it into effect, and to inspect the whole or part of the premises and anything in them, where such entry and inspection may be effected without the use of force;
  - (vii) authorise named members of staff in writing to exercise statutory powers conferred on the Authority, including amongst others, section 19 of the Health & Safety at Work Act 1974, and the Construction (Design and Management Regulations) 2015;
  - (viii) in consultation with the Chairperson of the Fire Authority, to determine the appointment procedures of all Principal Officers below Chief Fire Officer and the Treasurer;
  - (ix) to shortlist candidates for the positions of all Principal Officer posts below Chief Fire Officer and the Treasurer;
  - (x) to Chair the selection panel in relation to the appointment of the Assistant Chief Fire Officer
  - (xi) to act as professional advisor to the Principal Officer Appointment Panel for the appointment of the Deputy Chief Fire Officer and Treasurer
  - (xii) for all employees below Deputy Chief Fire Officer, to approve appointments, grading, remuneration and benefits, all categories of leave, training, secondments, engagement in other work, disciplinary matters and dismissals;
  - (xiii) in consultation with the Treasurer and to the extent that the functions may lawfully be delegated to an officer, to discharge the functions of the Authority, including the exercise of any discretions, under the Firefighters' Pension Scheme, the Local Government Pension Scheme and any predecessors to these schemes.
  - (xiv) to take such action as appears to be necessary or desirable in connection with any anticipated or actual industrial action having consulted the Chairperson and Group Leaders (if practicable);
  - (xv) to determine whether any future industrial action of short duration should be considered as a full shift or part thereof for both operational and pay purposes;



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- (xvi) in cases of urgency, following consultation with the Chairperson of the Authority and Group Leaders (if practicable)
    - (a) to approve the acquisition of any interest in land required for the purposes of the Authority; and
    - (b) to approve on behalf of the Authority the purchase or sale price or other consideration for any interest in land;
  - (xvii) in consultation with the Treasurer and the Monitoring Officer, to authorise the disposal of land and buildings in accordance with the policy set by the Authority;
  - (xviii) to approve the terms of any land transaction where the payment to the other party does not exceed £100,000 (in the case of a lump sum payment) or £10,000 per annum (in respect of an annual rental) and to maintain a register of all such transactions which shall be available for inspection by Members of the Authority on request; and
  - (xix) where it is impracticable to obtain authorisation from the Authority, and subject to the action being reported (for information) to the next convenient meeting of the Fire Authority, to take urgent action within legal powers, where this is necessary in the interests of the Authority, in respect of matters otherwise reserved to the Authority.
- 4.4 The Chief Fire Officer may authorise in writing, an officer to exercise an authority in this scheme in their absence, or at other times.
- 4.5 Where a function is delegated to more than one Officer, any one of those Officers may exercise it, but such function shall be exercised in accordance with any direction given by the Chief Fire Officer.
- 4.6 The Chief Fire Officer, in consultation with the Monitoring Officer, shall determine any case in which there is uncertainty whether an officer is authorised to act under these arrangements, including the extent to which any function is delegated.
- 4.7 Reference to these arrangements to the discharge of the functions of the Authority include references to the doing of anything which is calculated to facilitate, or is conducive or incidental to the discharge of any of those functions and the Chief Fire Officer is authorised to act accordingly.
- 4.8 In consultation with the Monitoring Officer, the Chief Fire Officer shall make consequential amendments to any of the approved documents of the Authority contained in the Constitution (except the Code of Conduct for Members, for which any proposed changes must be submitted for approval to the Scrutiny & Audit Panel), to take account of any of the following:
- (i) any change in the job title of any officer



## Section C2 The scheme of delegations to officers

- (ii) the transfer of any of the responsibilities of any officer, who has delegated functions, to any other officer
- (iii) any change in any other title or name, for example of the offices filled by Members, any Panel, sub-Panel or group name, the name of any scheme or plan etc.
- (iv) any changes to legislation (Acts, statutory instruments, regulations, orders, byelaws or the like) where that legislation is applied, extended, amended, consolidated or replaced
- (v) in any other case where a minor amendment is necessary to correct a clerical error or (as long as the document remains substantially to the same effect) keep the document up to date.

4.9 In consultation with the Monitoring Officer and the Treasurer, the Chief Fire Officer shall make further amendments to the Financial Regulations, Scheme of Delegated Functions and Standing Orders as may be required for effective business needs before the next scheduled review by the Fire Authority.

### **5. Treasurer**

The powers delegated to the Treasurer are described in the Financial Regulations.

### **6. Monitoring Officer to the Authority**

Powers delegated to the Monitoring Officer to the Authority are described below and in the Standing Orders:

- 6.1 To affix the common seal to all properly authenticated deeds and documents.
- 6.2 To nominate an appropriate officer of another Fire & Rescue Service to investigate allegations against a Principal Officer.
- 6.3 Where the provisions of the Local Government and Housing Act 1989 apply, to make appointments to panels and other bodies which are allocated to a particular political group, in accordance with the wishes of that group as notified to the Monitoring Officer.
- 6.4 In relation to ethical standards complaints, to amend the Procedures from time to time as necessary or desirable and to undertake investigations of complaints made under the Members Code of Conduct.

### **7. Declaration of Emergency under the Authority's Emergency Planning or Business Continuity Procedures - Delegation to the Chief Fire Officer, (or in their absence either the Deputy Chief Fire Officer or the Assistant Chief Fire Officer).**

In cases where an emergency has been declared under the Authority's emergency planning or business continuity procedures:



**Section C2**  
**The scheme of delegations to officers**

- (a) After consultation with the Chairperson or Vice Chairperson, to exercise any of the functions of the Authority which are not by law reserved to the Authority or a Panel. See also notes (i) to (iv) below.
- (b) After consultation with the Treasurer, to approve expenditure of up to £1,000,000, the action taken to be reported for information to the Urgency Panel as soon as practicable. See also notes (i) to (iv) below.

**Notes:**

- (i) The Chairperson (or in their absence the Vice-Chairperson), the Treasurer and the Monitoring Officer shall be informed as soon as is practicable if it appears likely that any such emergency will be declared.
- (ii) If it is not possible or practicable for the Chief Fire Officer to exercise the above delegated powers, the powers may be exercised by the Officer who is designated to be in charge under the Authority's emergency planning or business continuity procedures or any Officer appointed by him / her to act on his / her behalf.
- (iii) In relation to paragraph (a) above, if it is not possible or practicable for the Officer to consult the Chairperson or Vice-Chairperson before exercising the above delegated powers the Officer may exercise the powers without doing so but shall take such steps as appear appropriate at the time to keep Members of the Authority informed of the action taken.
- (iv) In relation to paragraph (b) above, if it is not possible or practicable for the Officer to consult the Treasurer before approving any expenditure under the above delegated powers, the Officer shall consult the most senior Officer available in the Assistant Director of Resources/ Treasurer's directorate and shall take such steps as appear appropriate at the time to keep the Treasurer informed of the action taken.



## STANDING ORDERS

These Standing Orders govern the conduct of the meetings of the Fire Authority and its Panels. They have been put in place to ensure clarity and transparency around how the Authority makes decisions at its meetings

Responsible Officer	First Section Issue Date	Section Amended/Updated	Review Date
Assistant Director Planning & Improvement	October 2005	August 2103 December 2014 January 2017 September 2017 July 2019 September 2021	

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## **CONSTITUTIONAL ARRANGEMENTS AND STANDING ORDERS FOR THE EAST SUSSEX FIRE AUTHORITY**

### **PART 1 - AUTHORITY MEETINGS**

#### **GENERAL**

##### **P 1 Interpretation of Part 1**

1.1 In these Standing Orders:

- i. "Authority" means the East Sussex Fire Authority.
- ii. "Chairperson" means the Chairperson of the Authority, the Vice-Chairperson of the Authority, or the person presiding at the meeting of the Authority.
- iii. "Chairperson of a Panel" includes the Vice-Chairperson of the Panel or any other Member of the Panel presiding in the Chairperson's absence.
- iv. "Chief Fire Officer and Chief Executive" means the Chief Fire Officer and Chief Executive of the Authority.
- v. "Constituent Authorities" means East Sussex County Council and Brighton & Hove City Council.
- vi. "Member(s)" unless the context requires otherwise means Member(s) of the Authority.
- vii. "Monitoring Officer" means the Monitoring Officer of the Authority
- viii. "The Scheme" means the East Sussex Fire Services Combination Scheme.

1.2 If there is any conflict between these Standing Orders and the Local Government Act 1972 (or subsequent or amending legislation), then the Act shall prevail.

1.3 "P" before the title of a Standing Order denotes that the order applies to Panels as well as to meetings of the Authority.



- 1.4 The ruling of the Chairperson as to the meaning or application of any of the Standing Orders in Part 1 or as to any aspect of the Authority's procedure (including the order of business) shall be conclusive and shall not be challenged at any meeting of the Authority, nor shall it be open to discussion.
- 1.5 For the avoidance of doubt, these Standing Orders shall apply to all relevant meetings of the Authority, whether they are physical meetings or virtual meetings held in accordance with the requirements of legislation in place at the relevant time.

### **Standing orders to apply to Panels**

- 1.6 Standing Orders 1 (interpretation), 6 (record of attendances), 7 (admission of public and press), 8 (motions affecting employees), 13.4 (lack of quorum), 14.2 (declarations of Interest), 14.4 (apologies for absence), 14.5 (urgent items), 14.8 (minutes of last meeting), 14.9 (callover), 14.10 (reports), 14.11 (motions to exclude press or public), 14.12 (other business), 14.13 (referral of reports to the Authority), 22.2 (a member recorded vote), 22.3 (Chairperson's casting vote), 23 (voting on appointments), 27-29 (improper conduct), 30 (disclosure of Authority business), 38 (Members' interests) and 41 (Appointment of Panels) shall, with any necessary modification, apply to all meetings of Panels and Sub Panels.
- 1.7 Insofar as the rules of debate are concerned, each Chairperson of a Panel shall exercise their discretion in such a way as to ensure that the principles which govern the meetings of the Authority and which underpin the Rules of Debate specified at 15 are observed at Panel meetings.

## **2 Membership of the Authority**

- 2.1 In accordance with the requirements of the East Sussex Fire Services (Combination Order) 1996 ('the Combination Scheme'), each Constituent Authority shall appoint, so far as is practicable, such number of its own elected Members to be Members of the Authority as is proportionate to the number of local government electors in its area in relation to the number of such electors in the other Constituent Authority's area.
- 2.2 The Authority shall consist of Members appointed to the Authority by the Constituent Authorities in accordance with paragraph 12 of the Combination Scheme.



- 2.3 The political balance rules in the Local Government and Housing Act 1989 apply both at the stage when each Constituent Authority makes appointments to the Authority and also when the Authority establishes Panels (Committees or Sub-Committees) unless (as is normally the case in relation to any Standards Hearing Panel or Principal Officer Appointments Panel) the Authority resolves otherwise.

*(Note: the political balance rules do not apply to any member working groups or other bodies set up to carry out an advisory – as opposed to decision-making - function).*

- 2.4 A Member may resign from the Authority by giving notice in writing to the Monitoring Officer and also normally to the Monitoring Officer of the Constituent Authority (if not one and the same) at any time prior to the start of any meeting of the Authority. The relevant Constituent Authority may appoint a replacement who will continue in office for the remainder of the period for which the predecessor would have held office, had he or she not resigned.

- 2.5 The Constituent Authorities may in addition agree to appoint one or more Reserve Member(s). Any Reserve Members so appointed shall not have the status of Members, the total number of which shall not exceed the requirements of the Scheme. A Reserve Member so appointed may attend a specific meeting of the Authority where nominated to do so by a Member of the same Constituent Authority and political group in order to speak and vote in their place where that Member is unable to do so. Notice must be given to the Monitoring Officer prior to the meeting and the Reserve Member must declare themselves and have their attendance recorded in the minutes.

- 2.6 Attendance by a Reserve Member shall only be for the whole of the meeting and not for part of it. For the avoidance of doubt, this facility to nominate a Reserve to attend in the standing Member's place shall be without prejudice to the ability of any Member attending a meeting of the Authority to excuse him or herself from any individual item during the course of any meeting and re-join the meeting for a later item.

- 2.7 2.5 and 2.6 above shall not affect the standing Member's entitlement to Member Allowances, nor shall it permit the Reserve Member access to the Fire Authority's Members' Allowance Scheme.

### **3 Timing of meetings**

- 3.1 The Authority shall normally hold at least four meetings per year, in accordance with a programme set by the Authority at its annual meeting.



The Authority's annual meetings and its budget meetings shall normally be held in or about June and February each year respectively, on dates indicated at the annual meeting except when otherwise agreed by the Chief Fire Officer, following consultation with the Authority's Chairperson.

- 3.2 Extraordinary meetings may be called either by the Chief Fire Officer, having first consulted with the Chairperson, or on the requisition in writing of any five Members of the Authority
- 3.3 The Chief Fire Officer may postpone or cancel any meeting and/or determine where it takes place with the prior agreement of the Chairperson.
- 3.4 Meetings of the Authority shall commence a time determined by the Authority or by the Chairperson, and shall start no earlier than 10 a.m.

#### **4 Notice of meetings and the right of the public to be present**

- 4.1 The Monitoring Officer shall both publish on the Authority's website and also provide Members with access to the agenda for each meeting of the Authority specifying the business to be transacted and providing copies of relevant papers, together with the minutes of the preceding meeting. Such notice shall be given not less than 5 clear working days before the day of the meeting.
- 4.2 While Members are provided with the agenda and papers of meetings as a matter of courtesy, the publication of the agenda is considered to serve as notice to Members as well as to the public. A lack of service on any individual Member shall not affect the validity of the meeting.
- 4.3 All meetings of the Authority shall normally be open to the public and to the press. Where a decision is made pursuant to Standing Order 7 to exclude them where a confidential or exempt item is under consideration, then a clear indication of the decision and the reasons for it shall be given and they shall be invited back in for the remainder of the meeting once the relevant matter is concluded.

#### **5 Circulation of Panel reports**

- 5.1 After consulting the Chairperson of any relevant Panel, the Monitoring Officer shall settle on behalf of all Panels any reports from Panels to the Authority (incorporating appropriate material before the Panel) for signature by the Panel Chairperson.

#### **P 6 Record of Attendances**

6.1 A record of the Members attending any meeting of the Authority shall be retained by the Monitoring Officer.

**P 7 Admission of public and press**

7.1 The public shall be admitted to all the meetings of the Authority unless excluded by resolution in accordance with the provisions of the Local Government Act 1972 as amended by the Local Government (Access to Information) Act 1985.

7.2 The press and public shall be excluded for the whole or any part of the proceedings if a motion in one of the following forms, duly moved and seconded, is carried:

- (i) To exclude the public and accredited representatives of the press from the meeting during consideration of item(s) on the agenda on the grounds that the item(s) involve(s) a likely disclosure of exempt information as defined in paragraph(s) of Part 1 of Schedule 12A to the Local Government Act 1972.
- (ii) To exclude the public and accredited representatives of the press from the meeting during the consideration of item(s) on the agenda on the grounds that there would be a disclosure of confidential information furnished to the Authority by a Government Department on terms which forbid its disclosure to the public.
- (iii) To exclude the public and accredited representatives of the press from the meeting during consideration of item(s) on the agenda, on the grounds that there would be a disclosure of confidential information prohibited by statute or by order of a Court.

7.3 The Chairperson may give the Monitoring Officer directions as to arrangements for the admission of the public.

7.4 Tape or video recorders, transmitters, microphones, cameras or similar equipment shall be permitted at meetings of the Authority.

7.5 No member of the public shall interrupt or take part in the proceedings at any meeting otherwise than in accordance with the Rules in these Standing Orders on public participation or exceptionally with the consent of the Chairperson. If any member of the public interrupts or takes part in the proceedings at any meeting, the Chairperson shall warn them and if they continue to interrupt, the Chairperson will order their removal.

- 7.6 The Chairperson may at any time – if they think it desirable in the interests of achieving order – move that the meeting be adjourned or suspended. If the motion is carried, the meeting shall be adjourned or suspended to a time and place to be determined by the Chief Fire Officer after consultation with the Chairperson.

**P 8 Motions affecting employees**

- 8.1 If any question arises at a meeting of the Authority as to the appointment, promotion, dismissal, salary, superannuation or conditions of service, or as to the conduct or ability of any person employed by the Authority, a motion to exclude the public and press shall be moved forthwith by the Chairperson and put without debate, save where the information is already in the public domain.

**9 Election of Chairperson and Vice-Chairperson**

- 9.1 The Authority shall at the annual meeting elect a Chairperson. It may also elect a Vice-Chairperson or Vice-Chairpersons from among its Members as the first item of business.
- 9.2 On a casual vacancy occurring in the office of Chairperson and/or Vice-Chairperson, the Authority shall elect from its Members a person to replace the Chairperson and may so elect a person to replace the Vice-Chairperson as the case may be.
- 9.3 The Authority, when deciding to elect a Vice-Chairperson, should consider an appropriate representative balance between the two Constituent Authorities such that the Vice-Chairperson, unless the Fire Authority specifically determine otherwise, should be a Member from the other Constituent Authority to that of the newly elected Chairperson.

**10 Minutes**

- 10.1 The Chairperson shall put the question "that the Authority resolves to approve the signing of the minutes of the last meeting of the Authority as a correct record".
- 10.2 No discussion shall take place upon the minutes, except upon their accuracy, and any question of their accuracy shall be raised by motion. If no such question is raised, or if it is raised then as soon as it has been disposed of, the Chairperson shall indicate an intention to sign the minutes.

**11 Suspension of Standing Orders**

- 11.1 One or more Standing Orders in Part 1 may only be suspended by the Authority if a motion to do so is formally moved, seconded and put without discussion at a point when at least two thirds of the total number of Members are present.

## **12 Adjournment of Meeting**

### General power to adjourn

- 12.1 The Chairperson may, in addition to any other power, adjourn a meeting of the Authority for such period as the Chairperson shall consider expedient. The Chairperson shall fix the date and time at which the Authority will resume either at the time of the adjournment or at any time thereafter.

### Adjourned meeting

- 12.2 Subject to Standing Order 12.1, if any meeting of the Authority is adjourned before its business has been finished, the meeting shall then stand adjourned until a date and time fixed by the Authority, or fixed by the Chairperson, or if no such date and time is fixed, to the next ordinary meeting of the Authority.

## **13 Lack of quorum**

- 13.1 One third of the total number of Members (at present 6), this to include at least one Member from each Constituent Authority, constitutes a quorum, except that when a motion is moved to suspend Standing Orders (Standing Order 11.1) there shall be present at least two thirds of the Members of the Authority.
- 13.2 If during any meeting of the Authority the Chairperson, after the Members present have been counted, declares that there is not a quorum, the meeting shall stand adjourned until a date and time to be fixed by the Chairperson or, if no such date and time is fixed, to the next ordinary meeting of the Authority.
- 13.3 A quorum found to be present under Standing Order 13.2 at any meeting of the Authority shall be deemed to continue to be present at the meeting until found otherwise under Standing Order 13.1.
- P** 13.4 Quorum for the Panels will be set at the Authority's annual meeting, when the political balance is determined. No business shall be transacted at any meeting of any Panel if quorum is not achieved.

## **14 Order of business**

14.1 The order of business at a meeting of the Authority shall (subject to the Chairperson's discretion to vary the order of proceedings) be as follows.

**P 14.2 Declarations of Interest**

To invite members to notify the meeting of any interests to be declared (including but not only any conflicts which arise between the business of the Fire Authority and the business of any other Authority to which the Member is appointed)

At the Annual Meeting of the Authority:

**14.3 Appointment of Chairpersons, Vice-Chairpersons and Lead Members**

(i) At an annual meeting of the Authority and any other meeting where it is necessary, to elect a Chairperson, and if considered appropriate a Vice-Chairperson, and to appoint such Lead Members as the Authority may from time to time determine.

(ii) At the annual meeting of the Authority, to appoint a Chairperson, and if considered appropriate a Vice-Chairperson, of each Panel. *(Note: in any case where no such appointments are made at the annual meeting, the relevant Panel will exercise this function under Standing Orders 14.3(iv) and 41)*

(iii) On any occasion when the Chairperson and Vice-Chairperson of the Authority are not present, to elect a person to preside.

(iv) At the first meeting of any Panel after the annual meeting where a Chairperson, and optionally a Vice Chairperson, has not been appointed, to make those appointments.

**P 14.4 Apologies for Absence**

To notify apologies for absence and (where relevant) attendance by any Reserve Members.

**P 14.5 Notification of items considered urgent by the Chairperson/ Chairperson's business items**

To notify urgent business items/Chairperson's business.

**14.6 Written Questions from the Public or from Members**

To consider any written questions from members of the Public or from Members submitted in accordance with Standing Order 25.

**14.7 Petitions**

To consider any Petitions submitted in accordance with Standing Order 26

**P 14.8 Minutes of last meeting**

To consider and approve the minutes of the last meeting of the Authority pursuant to Standing Order 10.

**P 14.9 Call over**

The Chairperson to call the item numbers of the remaining items on the agenda. Each item which is 'called' by any Member shall be reserved for debate. The Chairperson will then ask the Fire Authority to adopt without debate the recommendations and resolutions contained in the relevant reports for those items which have not been called.

**P 14.10 Reports**

To consider reports, including any exempt or confidential reports, and/or any reports back from any informal Member Working Groups.

**P 14.11 Consideration of any motion to exclude the press and public**

**P 14.12 Consideration of any other business**

To consider any other business specified in the summons or required by law to be dealt with.

**P 14.13 Referral of reports to the Authority (Panels only)**

In the case of Panels, to determine which reports (if any) are to be referred to the Authority.

**RULES OF DEBATE**

**15 Points of order or personal explanation**

15.1 A Member may raise a point of order and shall be heard immediately. A point of order shall relate only to an alleged breach of a Standing Order

or statutory provision and the Member shall first specify the Standing Order or statutory provision and the way in which they consider it has been broken.

- 15.2 With the leave of the Chairperson, a Member may make a statement by way of personal explanation which must be confined to some material part of a former speech by the Member at the same meeting of the Authority which has been misunderstood.

## **16 Motions and amendments**

- 16.1 A motion or an amendment to a motion shall not be discussed unless it has been proposed and seconded, and it shall, if required by the Chairperson, be put in writing and handed to the Monitoring Officer before it is further discussed or put to the meeting.

- 16.2 Notwithstanding Standing Order 16.1, a motion to adopt a report, or paragraphs of a report, of a Panel of the Authority shall (in the absence of an indication to the contrary) be deemed to have been moved by the Chairperson at the time at which they are presented. They need not be seconded.

### **16.3 The 'six month rule'**

At a meeting of the Authority, no motion or amendment shall be moved to rescind any resolution which was passed within the preceding six months or which is to the same effect as one which has been rejected within that period. Such a motion may be moved if it is recommended by a Panel or notice of such motion has been given by as many Members as will constitute a quorum of the Authority (currently six) on the summons to the meeting.

## **17 Definition of "amendment"**

- 17.1 An amendment shall be relevant to the motion and shall be either:
- (i) to refer a subject of debate to a Panel for consideration or reconsideration;
  - (ii) to leave out words;
  - (iii) to leave out words and insert other words; or
  - (iv) to add words,

but such omission, substitution or addition of words shall not have the effect of negating a motion before the Authority.

**17.2 Notice of amendments**

Amendments shall normally be accepted only if they are submitted to the Monitoring Officer in writing no later than 10am on the working day which precedes the meeting at which the motion is scheduled for consideration.

The Chairperson however has full discretion to accept any amendments proposed during the course of a meeting where they consider that the amendment may assist the meeting in resolving matters or otherwise arriving at a decision.

**18 Disposal of amendments**

18.1 Notice of any number of amendments may be given to the Monitoring Officer. Unless the Chairperson rules otherwise, those on related subjects shall normally be debated (but not voted on) together. Moreover unless the Chairperson rules to the contrary then amendments shall be voted on in reverse chronological order, with the amendment submitted first being considered last.

18.2 If an amendment is lost, other amendments may be moved on the original motion. If an amendment is carried, the motion as amended shall take the place of the original motion and shall become the substantive motion upon which any further amendment may be moved.

18.3 If an amendment to refer a subject of debate to a Panel has been rejected and no other amendment is moved, then the Chairperson shall – unless a Member requires a vote – declare the motion to be carried.

**19 Alteration of motions**

19.1 A Member may, with the consent of the seconder and of the members present at the meeting of the Authority, signified without discussion, alter a motion or amendment if the alteration is one which could be made as an amendment.

**20 Withdrawal of motion or amendment**

20.1 A motion or amendment moved during a meeting may be withdrawn by the mover with the consent of the seconder and of the members present at the meeting of the Authority, which shall be signified without discussion, and no Member may speak upon it after the mover has obtained permission for its withdrawal.

**21 Closure of debate on a motion or amendment**

21.1 A Member who has not spoken on the matter before the meeting may at the conclusion of a speech by another Member move without comment "that the Authority proceeds to the next business" or "that the question is now put" or "that the debate is now adjourned" or "that the Authority now adjourns" on the seconding of which the Chairperson shall proceed as follows:

- (i) On a motion "to proceed to the next business", unless in the Chairperson's opinion the matter before the meeting has been insufficiently discussed (in which case the Chairperson may refuse to accept the motion), they shall put to the vote the motion "to proceed to next business".
- (ii) On a motion "to put the question", unless in the Chairperson's opinion, the matter before the meeting has been insufficiently discussed (in which case the Chairperson may refuse to accept the motion), they shall first put to the vote the motion "to put the question" and if it is passed, then before putting the original motion to the vote the Member shall be given a right of reply.
- (iii) On a motion to adjourn the debate or the meeting, if in the Chairperson's opinion the matter before the meeting has not been sufficiently discussed and cannot reasonably be sufficiently discussed at that meeting the Chairperson shall put the adjournment motion to the vote without giving any right of reply on that occasion.

**22 Voting**

22.1 The Authority shall vote upon all matters (except where the law otherwise provides) by show of hands, but on demand of four Members, the names of the Members present and their votes shall be taken by the Monitoring Officer and recorded in the minutes.

**P** 22.2 Where a Member makes a request immediately after a vote is taken at a meeting of the Authority, there shall be recorded in the minutes of that meeting whether the Member voted for the issue, against the issue or abstained from voting.

**P** 22.3 Where there is an equality of votes, the person presiding at the meeting shall have a second or casting vote.

**P 23 Voting on appointments**



- 23.1 Notwithstanding Standing Order 22, where there are more persons nominated for any position(s) to be filled by the Authority than there are vacancies, voting shall be by roll-call unless otherwise agreed and if more than half the total number of votes given are not cast in favour of one individual prospective appointee, the name of the person having the least number of votes shall be struck off the list and a fresh roll-call shall be taken, and so on until more than half the total number of votes are given in favour of one candidate. If two or more persons have equal votes, a vote shall be taken to decide whose name shall be struck off the list.
- 23.2 Standing Order 30.1 relating to confidentiality shall apply to appointments of Members and Officers.

### **QUESTIONS AND PETITIONS**

#### **24 Questions which Members may ask without notice**

- 24.1 A Member may, without notice, ask the Chairperson of a Panel or other Member introducing the report of a Panel any question upon an item of the report of the Panel before the Authority during the Authority's consideration of the item to which the question relates.

#### **25 Questions of which members of the public or Members must give notice (written questions)**

- 25.1 At each ordinary meeting of the Authority, a period of up to 15 minutes shall be set aside for questions to be put, normally to the Chairperson or Chairperson of the Panel which has relevant responsibilities. Questions will only be accepted from persons who live, work or study in East Sussex or the City of Brighton & Hove or from Members. Questions may be asked if they relate to a matter or matters for which the Authority has responsibility, or to its functions, as long as they affect the area of the Authority, or part of it, or the inhabitants of the area, or some of them, subject to the provisions in Standing Orders 25.2 – 25.6.
- 25.2 A question may not be asked which relates to:
- (i) An individual or the questioner's own particular circumstances:
  - (ii) A matter which is the subject of legal proceedings or an appeal to a tribunal or to a Government Minister or an investigation by the Local Government Ombudsman or the subject of an ethical standards complaint which has not been finally determined; or

- (iii) the appointment, promotion, dismissal, salary, superannuation or conditions of service or the conduct or ability of any individual employed by the Authority or the conduct of a Member of the Authority.
- 25.3 The Chairperson of the Authority shall be entitled to rule that a question shall not be answered because:
  - (i) The preparation of the answer would require the expenditure of a disproportionate amount of time, money or effort or
  - (ii) In the Chairperson's opinion it is improper, irrelevant or otherwise objectionable or is in the same or similar terms to a question asked at the previous meeting.
- 25.4 A question must be by way of a genuine enquiry and not a statement.
- 25.5 The wording of all questions from members of the public must be received by the Monitoring Officer in writing accompanied by the name and contact details of the questioner who must provide an indication of whether they live, work or study in the areas of East Sussex and/or Brighton & Hove.

The deadline for receipt of a question from a member of the public shall be no later than 12 noon on the second working day after the agenda is published. The deadline for receipt of a question from a Member shall be five clear working days before the meeting.
- 25.6 The Monitoring Officer may edit any question to secure reasonable brevity or to delete any part that appears to be defamatory or to delete improper or unbecoming language and shall inform the questioner accordingly. The Monitoring Officer shall return to the questioner, with an explanation, any question that cannot be dealt with under this Standing Order.
- 25.7 Questions shall be dealt with in the order in which they are recorded as having been received by the Monitoring Officer.
- 25.8 A questioner shall be limited to one question per meeting, subject to the right in Standing Order 25.9 to ask one supplementary question for clarification.
- 25.9 At the meeting of the Authority, when the agenda item is reached, questioners shall be invited to read their question that shall be answered orally by the Chairperson to whom it is addressed. If the questioner is

not present in person they shall be sent a written response. Questions shall be asked and answered without discussion. However, a questioner may ask one supplementary question solely for the purpose of clarifying a point in the answer given.

- 25.10 A copy of the questions that have been received, together with the names of the questioners, shall be circulated before the meeting at which the questions are to be asked to all Members and the media.
- 25.11 In the event of there being insufficient time to deal with all the questions of which notice has been received, a response to any unanswered question(s) shall be sent to the questioner(s) in writing by the appropriate Chairperson. A copy of the response shall be sent to all Members and to the media.
- 25.12 Details of the questions which have been asked, and by whom, together with the answers given, shall be recorded in the minutes of the Authority.

## **26 Petitions**

- 26.1 At each ordinary meeting of the Authority, a period of up to 15 minutes shall be set aside for the presentation of petitions by Members of the Authority or members of the public.
- 26.2 The presentation of a petition shall be limited to not more than three minutes, and shall be confined to reading out or summarising the request being made in the petition and indicating the number of the signatories.
- 26.3 Petitions must be submitted in writing to the Monitoring Officer no later than ten working days prior to the meeting, and will be accepted only where they are signed by at least 20 individuals living, working and/or studying in the areas of East Sussex or Brighton & Hove.
- 26.4 Petitions may only be presented if they a) relate to matters for which the Authority has responsibility or to its functions, and also b) they affect the area of the Authority, or part of it, or the inhabitants of the area, or some of them.
- 26.5 A petition must include a clear and concise statement covering the subject of the petition, what action the petitioners wish the Authority to take, and the name and contact details of the petition organiser as well as information to confirm that they live, work or study in one of the two areas.



- 26.6 Petitions shall be presented in the order in which they are notified to the Monitoring Officer. The Chairperson shall decide how the petition will be dealt with: whether it shall be debated at the meeting to which it is presented, or whether to refer the petition to the relevant Panel or a later Fire Authority meeting. This shall be recorded in the minutes. If the petition is referred to a Panel or a later Fire Authority meeting, the petitioner shall be invited to the meeting when the petition is to be considered but shall not be permitted to address the Panel or Fire Authority meeting.

### **IMPROPER CONDUCT OF MEMBERS AND PUBLIC**

**P 27 Chairperson may direct Member to discontinue speech**

- 27.1 The Chairperson shall call a Member to order for irrelevance, repetition, unbecoming language, improper motives, failure to address the Chairperson, reflections of a personal character on any Member or employee of the Authority, or any breach of order, and may direct such Member, if speaking, to discontinue the speech and be seated.

**P 28 Disorderly conduct**

- 28.1 If at a meeting any Member, in the opinion of the Chairperson notified to the Authority, misconducts himself by persistently disregarding the ruling of the Chairperson, or by behaving irregularly, improperly, or offensively, or by wilfully obstructing the business of the Authority, the Chairperson or any other Member may move "*that the Member named should not be heard further*", and the motion as seconded shall be put and determined without further discussion.

- 28.2 If the Member named continues to misconduct themselves after the motion under the foregoing paragraph has been carried, the Chairperson shall either move "*that the Member named should be required to leave the meeting*" in which case the motion shall be put and determined without seconding or discussion, or adjourn the meeting of the Authority for such period as the Chairperson shall consider expedient.

- 28.3 In the event of general disturbance or repeated interruptions which in the opinion of the Chairperson renders the orderly dispatch of business impossible, the Chairperson may forthwith adjourn the meeting in accordance with Standing Order 12.1.

**P 29 Disturbance by members of the public**

- 29.1 If a member of the public interrupts proceedings at any meeting, the

Chairperson shall warn that person of the consequences if they persist. If the interruption continues, the Chairperson shall order the person's removal from the meeting. In case of general disturbance or repeated interruptions in any part of the meeting space, the Chairperson shall order that part to be cleared of members of the public.

**P 30 Disclosure of Authority business**

- 30.1 All documents marked "confidential", all documents marked "exempt/confidential", all documents and matters which have been, or are intended to be, raised or discussed in the absence of the press and public, and all discussions on those occasions, shall be treated as confidential by Members.
- 30.2 Without the consent of both the Chief Fire Officer and the Monitoring Officer, a Member shall not disclose to any person not being a Member or an officer of the Authority any such business.

**PART 2 – GENERAL**

**31 Financial Regulations**

- 31.1 Such Financial Regulations as the Authority may from time to time make for regulating and controlling the finances of the Authority shall have the force and validity of Standing Orders (see Section D2).

**32 Custody of the Common Seal**

- 32.1 The Common Seal of the Authority shall be kept in a safe place in the custody of the Monitoring Officer.

**33 Sealing and signing of documents**

- 33.1 The Common Seal of the Authority shall not be affixed to any document unless the sealing has been authorised by a resolution of the Authority or of a Panel or by an officer acting under delegated powers. A resolution of the Authority or of such Panel which requires for its execution the sealing of any document shall be sufficient authority for the purpose.
- 33.2 The affixing of the Common Seal shall be attested by the Monitoring Officer or an officer authorised by the Monitoring Officer in writing for the purpose.
- 33.3 An entry of the sealing of each document shall be made in an online

register provided for that purpose, which shall provide a record of whether the Monitoring Officer or a named authorised officer was present at the sealing.

- 33.4 Where it is neither a legal requirement nor is it customary to affix the Common Seal, any person with sufficient specific or general delegated power from the Authority may sign on behalf of the Authority any document necessary to give effect to a decision of the Authority or of a Panel or officer acting under delegated powers.
- 33.5 Where any document will be a necessary step in legal proceedings on behalf of the Authority it shall be signed by the Monitoring Officer, or by an officer authorised in writing by either the Authority or the Monitoring Officer for that purpose.

#### **34 Inspection of documents**

- 34.1 Members may, for the purposes of carrying out their duties as Members but not otherwise, on application to the Monitoring Officer and in accordance with the Authority's Access to Information rules, inspect any document which has been considered by a Panel or by the Authority, and if copies are available shall on request be supplied for the like purposes with an electronic copy of such a document.
- 34.2 A Member shall not knowingly inspect and shall not call for a copy of any document relating to a matter in which they have a disclosable pecuniary interest or any other interest required to be disclosed under the Authority's Code of Conduct.
- 34.3 This Standing Order shall not preclude the Monitoring Officer from declining to allow inspection of any document which is, or in the event of legal proceedings would be, protected by privilege arising from the relationship of solicitor and client.
- 34.4 All reports made or minutes kept by any Panel shall be open for the inspection of any Member and the Monitoring Officer shall send to any Member who so requests all reports and papers (save those marked "exempt/ confidential", which shall be dealt with pursuant to Standing Order 30) submitted to any Panel.

#### **35 Inspection of land and premises, etc.**

- 35.1 Unless specifically authorised to do so by the Authority or a Panel, a Member shall not issue any order on behalf of the Authority or claim by virtue of membership of the Authority any right to inspect or to enter upon

any lands or premises which the Authority has the power or duty to inspect or enter.

**36 Interest of Members or Officers in appointments**

36.1 A candidate for any appointment under the Authority who knows that they are related to any Member or Officer of the Authority shall when making application disclose that relationship in writing. This requirement shall be included in any application form. A candidate who fails to disclose such a relationship shall be disqualified for the appointment and if appointed shall be liable to dismissal without notice.

36.2 Every Member and every Officer of the Authority shall disclose to the Chief Fire Officer and Chief Executive any relationship known to them to exist between themselves and any person known to be a candidate for an appointment under the Authority. The Chief Fire Officer and Chief Executive shall report to the Members or officers responsible for making the appointment details of the disclosure.

36.3 For the purpose of this Standing Order, persons shall be deemed to be related if they are family members. Family membership includes a partner (whether or not this is a formal marriage or civil partnership), a parent, a parent-in-law, a son or daughter, a stepson or stepdaughter, the child of a partner, a brother or sister, a partner's brother or sister, or a grandparent.

**37 Interest of Officers in contracts**

37.1 The Chief Fire Officer and Chief Executive shall record in a register to be kept for the purpose particulars of any notice given by an officer of the Authority, under the Local Government Act 1972, of any pecuniary interest in a contract and the register shall be made accessible on request during office hours for the inspection of any Member.

**P 38 Members' Interests**

38.1 Members shall observe the requirements of the Authority's Code of Conduct for Members, which is published in the Fire Authority's Constitution.

38.2 Without prejudice to the requirements of the Code of Conduct, any Member who (whether personally or by any partner or associate) or whose employer or company is about to act in any professional or private capacity in any matter in which the Authority has an interest, shall forthwith notify the fact to the Monitoring Officer.

**39 Canvassing of Members**

39.1 Canvassing of Members directly or indirectly for any staff appointment under the Authority shall disqualify the candidate concerned for such appointment. The purpose of this Standing Order shall be included in the form of application.

**40 Standing Orders to be made available to Members**

40.1 A copy of these Standing Orders shall be made available to each Member upon their appointment to the Authority.

**PART 3 - PANELS (COMMITTEES) OF THE AUTHORITY**

**P 41 Appointment of Panels**

41.1 At its annual meeting the Authority:

- (i) May resolve which Panels shall be appointed, what shall be the terms of reference of each of those Panels and of how many voting Members each Panel shall consist.
- (ii) May resolve that non-voting co-optees shall also be appointed to any such Panel.
- (iii) Shall specify the number of any such non-voting co-optees and the functions in relation to the Panel that each person so appointed may exercise.

41.2 The terms of reference of Panels as agreed from time to time are set out in Section B of the Constitution.

41.3 The Authority may at any time amend resolutions made under the previous paragraph.

41.4 No Panel may appoint a sub-panel to discharge any of the functions of the Authority without the approval of the Authority, except as provided by Standing Order 41.17.

41.5 Each Panel set up under this Standing Order shall continue to discharge the functions committed to it until the Authority resolves otherwise.

41.6 Each person appointed by their Group as a Member of such a Panel following the report submitted in accordance with para 41.7 shall

continue (as long as the appointment is not varied) to act as such for as long as that person has been appointed by the Authority, or until such time as the appointment is terminated by the Authority or that person resigns.

- 41.7 The Monitoring Officer shall submit a report to the Authority showing the allocation of seats which would in the Monitoring Officer's opinion best meet the requirements of the allocation of seats between political groups in accordance with the requirements of the Local Government and Housing Act 1989. Such report shall be submitted:
- (i) Whenever the Authority is required to review the allocation of seats on Panels between political groups; or
  - (ii) When the Authority resolves to carry out such a review; or
  - (iii) At such time as it appears proper to the Monitoring Officer to do so.
- 41.8 In the light of such a report, the Authority shall determine the allocation of seats to political groups.
- 41.9 Whenever an appointment of a voting Member to a Panel needs to be made or terminated in accordance with the wishes of the political group to whom the seat has been allocated, then the Monitoring Officer shall make or terminate the appointment upon receipt of such a request from a representative of the political group.
- 41.10 The Authority or its Panels may from time to time establish working groups/working parties/advisory bodies to provide informal input on such specific topic(s) within the remit of the Authority or Panel setting it up as it directs. Such working groups shall have a membership drawn from Members and shall perform an advisory function. They will not comply with the rules on political balance and will provide advisory input only. The proceedings of any such group shall be reported to the Panel that established it on a regular basis. The group may make recommendations or otherwise take a view on matters it has been directed to consider. Neither the Authority nor any of its Panels may delegate any of its functions to any such group.
- 41.11 The Authority or the relevant Panel may fix the date, time and place of ordinary meetings of Panels, and the Chief Fire Officer may postpone or cancel any meeting with the prior agreement of the Chairperson of the Panel.



- 41.12 The Chairperson or Vice-Chairperson of the Panel may call a special meeting of the Panel at any time.
- 41.13 The Authority may appoint, from amongst its voting Members, a Chairperson and a Vice Chairperson for each Panel.
- 41.14 If no appointments have been made by the Authority under Standing Order 41.13, then the Panel at its first meeting after the annual meeting of the Authority or in the case of a vacancy at any meeting shall elect from amongst its voting Members a Chairperson and may elect a Vice-Chairperson.
- 41.15 In the absence of the Chairperson or Vice Chairperson of a meeting of a Panel, those voting Members present shall elect a person from amongst their number to preside over the meeting.
- 41.16 If it is necessary for a Chairperson to be elected, the Monitoring Officer shall invite nominations and shall exercise the powers of the Chairperson in order to regulate that process.
- 41.17 The Scrutiny & Audit Panel may appoint a Standards Hearing Panel to deal with complaints referred to the Authority for determination. Standing Orders 41.5, 41.6 and 41.11 to 41.16 shall apply to any such Panel with the substitution of the word 'sub-panel' for 'Panel' and 'Standards Scrutiny & Audit Panel' for 'Authority' in each case.

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## Procurement Standing Orders

### Rules to be followed when buying on behalf of East Sussex Fire Authority

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## **1. Introduction**

Procurement is the act of acquiring goods, services and works from third parties. Procurement is a much broader term than simply 'purchasing'.

The procurement process spans the whole cycle from the initial identification of needs through to managing the end of a contract (or the end of the useful life of an asset) and all stages in between.

The policy of the Authority is to conduct responsible procurement activity, in accordance with its legal obligations, in a way that aligns to accepted procurement best practice, for the purpose of delivering value for money, in a fair, open and transparent way.

The Procurement Standing Orders (referred to as the 'Orders' from this point on) set out the governance arrangements by which the Authority conducts and authorises the procurement of goods, works and services. They are the framework by which the Authority will procure and manage the relationship with suppliers for the duration of any contractual relationship.

Budget Managers are accountable for all procurement in their respective area of responsibility. Anyone who buys on behalf of the Authority, including staff, contractors and consultants, is responsible for following these Orders. Functions delegated to particular officers under these Orders may be carried out by other officers specifically authorised by them for that purpose.

These Orders must be considered along with the Authority's Financial Regulations, Schemes of Delegation, the ESFRS Procurement Card Policy and the Responsible Procurement Policy.

**Note:** In these Orders, 'You' means anyone who needs to buy from an external supplier. 'Regulatory Threshold' means any relevant threshold applicable to procurement by UK law or regulation.

### **1.1 LEGAL STATUS OF THESE PROCUREMENT STANDING ORDERS**

As a good practice measure, the Authority has determined to make these Procurement Standing Orders, which are published as part of the Constitution.

The Procurement Manager is the custodian of these Orders and is responsible for keeping them under review.

The Orders reflect procurement legislation, public sector policy and best practice. These are subject to change from time to time and will be reviewed annually, to ensure they remain current. The Combined Fire Authority will consider and approve significant changes to the Orders following consideration by the Senior Leadership Team. Minor changes will be made with the approval of the Procurement Manager.

## **1.2 KEY PRINCIPLES**

These Orders are based on the following key principles:

- a) To ensure that the Authority meets its statutory duty to deliver **best value for money** and creates healthy competition and markets for the Goods, Services and Works purchased
- b) To promote **transparency and market competition**, and to comply with transparency and reporting requirements and standards
- c) To assist and guide staff to ensure **compliance with the law, rules and procedures** which govern the spending of public money
- d) To ensure that public money is spent **legally and fairly**
- e) To support our responsible procurement considerations, to meet our environmental sustainability and social value objectives, our public sector equality duty and to encourage local small businesses

## **1.3 COMPLIANCE**

All staff and any external contractors empowered to form contracts on behalf of the Authority must comply with these Orders at all times. If you breach them this may lead to disciplinary action under the Code of Conduct. The Procurement Manager will report any breaches of these Orders to the Assistant Director Resources/Treasurer on a quarterly basis.

Every contract made by the Authority or on its behalf must comply with legislation, regulation, these orders and the Authority's Financial Regulations.

Where there is a difference between current legislation governing procurement and these Orders, the legislation prevails. Where these Orders appear to conflict with other Authority-determined rules, the Assistant Director Resources/Treasurer determines which takes precedence.

## **1.4 SCOPE**

Apart from the exceptions listed below, these Orders cover all spend with external suppliers regardless of how they are funded or which systems are used to place orders with suppliers.

These Orders do not apply to the following items:

- a) Contracts for the acquisition or lease of land and/or real estate;
- b) Contracts for permanent or fixed term employment;
- c) Works or orders placed with utility companies;
- d) Non-trade mandatory payments to third parties, such as insurance claims, pension payments, payments to public bodies;
- e) Awarding of grants;
- f) Any contract relating to the engagement of Counsel or other legal specialists;
- g) A declared emergency as defined by the Civil Contingencies Act 2004 and authorised by the Chief Fire Officer and Chief Executive or a nominated officer in their absence.

## **1.5 ROLES AND RESPONSIBILITIES**

Delivery of best practice procurement and sound commercial outcomes relies on staff from different parts of the Authority working effectively together.

Understanding the respective roles and responsibilities of all those that play a part in procurement is an important aspect of ensuring high quality outcomes.

Set out below are the high level roles and responsibilities of the principal stakeholders in the procurement process.

### **1.5.1 The Procurement Department**

The Procurement Department provides support and guidance relating to all aspects of commissioning, procuring and contracting for goods, services and works.

The team will support our internal customers with any aspect of procurement. The Financial Thresholds prescribe the routes which must be followed and the **level of anticipated spend** informs the extent to which the Procurement Department must be involved. Their responsibilities include:

- a) Ensuring that all purchasing activity is conducted in line with these Orders;
- b) Developing a procurement strategy to help the Authority meet its objectives;
- c) Development and maintenance of Category Strategies;
- d) Development and maintenance of the Procurement Action Log for pipeline activities;
- e) Resource planning to deliver the Action Log;
- f) Giving support and training for all those involved in procurement;
- g) Working with teams to develop commercial and procurement approaches for requirements;
- h) Managing specific tender processes;
- i) Giving information on existing agreements and guidance on procurement procedures (including legal obligations);
- j) Guiding the selection of the right suppliers or service providers on quality, delivery, service and price to meet requirements;
- k) Guidance on contract management (or management of the most significant contracts) with contracted suppliers, defining the principles governing the relationships and performance monitoring;
- l) Monitoring and reporting procurement performance;
- m) Maintaining knowledge of the supplier marketplace;
- n) Maintaining contract management arrangements;
- o) Documenting effective change control mechanisms to support the contract management arrangements.
- p) Determining the minimum levels of Insurance Liability required during the term of a contract

### 1.5.2 **Internal Customers**

The role of the customer is important in defining the goods or services that are being purchased on behalf of the Authority. Alongside the professional procurement advice provided by a procurement specialist, budget holders and subject matter experts from the key buying areas, Internal Customers will have a significant input into the procurement process.

The term "customer" is used to describe the individual 'you' (or team) with responsibility for formulating the requirement i.e. the goods, services or works required.

Their responsibilities include:

- a) Identifying requirements and communicating their needs to Procurement;
- b) Consulting with Procurement Department at the earliest opportunity in strategic planning for acquisitions of goods or services or works from third parties;
- c) Ensuring there is adequate budget/funding in place for the whole life cost where this can be reasonably assessed, to make the proposed purchases;
- d) Ensuring all purchases are compliant with the Orders and delegated financial authority;
- e) Ensuring the Authority's Procurement Department is informed and involved at the earliest opportunity;
- f) Adequately defining user's needs, identifying minimum standards and desirable elements;
- g) Ensuring appropriate documentation is produced to support procurement, as required (e.g. project plan, risk register, terms of reference, decision logs, evaluation criteria, business case, waiver request);
- h) Ensure compliance with relevant legal obligations relating to the goods, services or works to be purchased e.g. environmental/health and safety etc;
- i) Ensure any conflict (or potential conflict) of interest is declared, recorded and managed;
- j) Where appropriate, prepare a business case for approval;
- k) Contribute to drafting the tender specification;
- l) Contribute to development of the category strategy and associated risk assessment;
- m) Be involved throughout the life cycle of the contract at pre-planning, selection, award, implementation, review and onward contract management;
- n) Provide technical expertise and input to support the bid assessment fairly and transparently;
- o) Prepare the technical recommendation in any bid assessment report providing evidence if necessary;
- p) Creating and authorising purchase orders in a timely manner
- q) Reviewing and approving Procurement Card transactions in a timely manner

Staff should not deal directly with bidders or potential bidders before or during the Procurement process without the full involvement of and/or approval by the Category Specialist or the Procurement Manager.

Anyone who buys from suppliers is responsible for:

- a) Complying with these Orders and all relevant policies
- b) Purchasing from existing contracts where they are in place
- c) Ensuring there is adequate budget available for any purchase
- d) Raising and ensuring a purchase order or Procurement Card purchase is approved before the requirements are delivered to the Authority
- e) Ensuring specifications meet the defined need and requirements and properly take into account equality and diversity as well as Responsible Procurement implications
- f) Ensuring that HR is consulted and the appropriate approval is obtained in respect of the engagement of any temporary workers or consultants outside of any agreed corporate contract

Contracts are to be managed within Business Areas, supported by their Category Specialist, either by a dedicated contract manager or by a nominated officer who has these responsibilities as part of a broader role.

## **1.6 CATEGORY STRATEGIES**

To enable the Authority to maintain an accurate oversight of procurement activity across the Service, the Procurement Department are responsible for the development of an annual Procurement Action Log, which will identify the following:

- a) For each Department, all contracts which are due for extension, renewal or replacement in the coming financial year, and the notice required for this
- b) The aggregate contract value across the life of the contract
- c) The agreed budget allocated for the year in question
- d) The procurement activity required
- e) The expected start date for procurement
- f) The expected start date of any new contract or extension
- g) Whether there is an option to extend the existing contract or not
- h) Whether the spend is capital, revenue, or a combination

The Action Log will be developed and agreed with the Assistant Director or delegated officer, of the relevant categories on an annual basis, as part of the budget setting cycle.

Procurement must maintain a proper audit trail of all approvals and decisions and track the delivery of savings and benefits in line with the Category Strategies, as agreed with the relevant Assistant Director or delegated officer.

## **2. Finding and contracting with suppliers**

### **2.1 PURCHASE ORDERS**

Once you have found the right supplier in accordance with these Orders, you must not make verbal commitments but must raise a Requisition in order for a Purchase Order to be raised via the SAP Financial Management system. This must be approved in accordance with the Authority's Financial Regulations before it is sent to the supplier and before any goods or services have been received.

### **2.2 PROCUREMENT CARDS**

The Authority makes use of Procurement Cards as the preferred route for all low value or one off purchases, up to a value of £5,000, in a wide range of situations.

You must use purchase cards only as set out in the 'ESFRS Procurement Card Policy', unless otherwise agreed in writing by Procurement, or in emergency circumstances (see also section 4.2).

The How to Buy area within the Procurement pages on the intranet, details all pre-contracted suppliers for varied commodities and should be the first port of call for Procurement Card purchases.

<https://esfrsorg.sharepoint.com/sites/ESFRSIntranet/SitePages/One-Stop-Shop.aspx>

### **2.3 TEMPORARY STAFF, CONSULTANTS AND PROFESSIONAL SERVICES**

Procurement works closely with HR to manage the Authority's temporary workforce needs. This applies to any appointment that is outside the Authority's direct employment. No temporary worker, agency or consultant may be procured or engaged outside of existing contract or framework arrangements without prior approval from HR.

A consultant is a person (not an employee), agency or firm engaged for a limited period of time on a project or requirement specific basis to carry out a specific task or tasks which meet a desired set of outputs or outcomes. A consultant provides subject matter expertise, support and/or experience to the Authority either because it does not possess the skills or resources in-house or requires an independent evaluation/assessment to be made.

This definition excludes:

- a) Agency staff, interim or role specific duties which should be sourced through the Authority's corporate contract;
- b) Routine services e.g. maintenance, cleaning and security;
- c) Professional services e.g. architects, structural engineers, legal counsel or training services.

Temporary & agency staff, and other consultants or contractors, must abide by the terms of their contract with the Authority and follow the Authority's Code of Conduct and Conflict of Interest Policy.

## **2.4 CONTRACT VALUE CALCULATION**

Contract value means the estimated aggregate or recurring value payable in pounds sterling exclusive of Value Added Tax over the entire contract period including any extensions of the contract.

**Where the contract period is not fixed or the requirement finite, the estimated value of the contract must be calculated by multiplying the monthly spend value by 36.**

Where an existing contract is being extended, the aggregate value includes the amount spent to date plus the expected forward value.

Contracts must not be artificially underestimated or disaggregated into two or more separate contracts with the intention of avoiding the application of these Orders or legislation.

In the case of Framework Agreements or Dynamic Purchasing Systems the contract value must be calculated to include the total estimated value, net of VAT, of all the contracts envisaged to be awarded for the total term of the Framework Agreement or the Dynamic Purchasing System.

## **2.5 GRANTS**

The making of grants is not subject to these Orders.

## **2.6 BRIBERY, CORRUPTION, CANVASSING AND COLLUSION AND PUBLICITY**

### **Bribery and Corruption**

You must comply with the Authority's Anti-Fraud, Bribery and Corruption policy and the Code of Conduct and Conflict of Interest Policy. You must

not accept gifts from contactors or potential contractors, including those who have previously worked for the Authority, service users, clients or suppliers. You must not invite or accept any gift or reward in respect of the award or performance of any contract.

### **Canvassing and Collusion**

All Invitations to Tender must include a requirement for tenderers to complete fully and sign a form of tender including certificates relating to canvassing and non-collusion. Every contract must contain a clause entitling the Authority to cancel the contract and to recover from the contractor the amount of any loss resulting from such cancellation if the contractor or his representative has practiced collusion in tendering for the contract or any other contract with the Authority.

### **Publicity**

The Authority does not participate in any publicity relating to any of its contracts or purchases. Contracts will include that suppliers do not advertise or publicly announce that they are undertaking work for the Authority. This is to ensure suppliers are assured we operate under a fair, consistent and equal approach for all potential bidders. If the Authority is made aware of any such advertising on websites or company literature the supplier will be contacted and requested to remove such references.

## **2.7 FINANCIAL THRESHOLDS FOR PROCUREMENT AND CONTRACTING**

For each proposed purchase of goods, services or works, you must estimate the total, whole life cost and apply the relevant PSO threshold for the associated value.

All purchasing activity, including extensions and variations to Contracts, are subject to the procedures defined below, relevant to aggregated value of the procurement.

Contracts must not be artificially underestimated or disaggregated into two or more separate contracts with the intention of avoiding the application of these Orders or legislation.

There may be occasions where the business need, the anticipated cost, or the level of risk associated with a requirement does not fit neatly within the prescribed routes and the specified thresholds. Where this occurs, Internal Customers are required to contact the Procurement Department, who will advise the most appropriate approach.

**The Public Contracts Regulations 2015** set out procedures which must be followed before awarding a contract **when its value exceeds our own PSO thresholds**, unless it qualifies for a specific exclusion - e.g. on grounds of national security.

The regulatory thresholds currently in force, as of 01 January 2020 are as follows & refer to whole life cost, excluding VAT:

Supplies and Services (except subsidised services contracts) £189, 330
Works (including subsidised works contracts) £4,733, 252
Light Touch Regime for Services £663, 540 (specific criteria apply – the Procurement Manager will determine)

**Section 3 describes the mandatory procedure if the contract value meets or exceeds the thresholds described above.**

The PSOs describe four routes to market and where Procurement must be involved, according to the associated internal thresholds:

Route 1 – Self Serve: Up to £5000 - Procurement Card or Requisition: Procurement Cards are the preferred route for all low value or one off purchases, up to a value of £5,000.
Route 2 – Self Serve: Up to £10,000 – Obtain 1 Quotation - this route is for unregulated procurements which are low risk, non-repetitive and valued anywhere up to £10,000. The quotation must be forwarded to Procurement with the associated requisition.
Route 3 - Assisted Procurement: £10,001 to £50,000 – Obtain 3 Quotations - this route mandates assistance from the Procurement Department. Procurement will provide standard documentation and processes for the Internal Customer to follow, including publication on Contracts Finder at £25,000 and above.
Route 4 – Formal Procurement: This route is for requirements valued over £50,000. The Procurement Department will lead the sourcing exercise in conjunction with Internal Customer inputs.



**Section D2  
Procurement Standing Orders**

**2.7. SUMMARY TABLE**

A	B	C	D	E	F	G	H	I	J
Aggregate value including	Purchase Card permitted?	Procurement Method?	How should you approach the market?	Who leads the procurement?	Must the contract be formally advertised?	What type of contract is required?	Who must approve the contract award?	Who signs the contract on the Authority's behalf?	Contract Award Notice needed?
£0 to £5000	Yes if within rules & guidance and card limits	Direct purchase	Self -Serve - directly with card or Purchase Order	Internal Customer	No	Standard PO Terms apply	N/A - Budget Holder approves the purchase	N/A - Budget Holder approves purchase	No
£5001 to £10,000	No	Minimum of 1 quotation	Self -Serve – Procurement can assist	Internal Customer	No	Standard PO Terms apply	Budget Holder or Delegated Person	Budget Holder	No
£10,001 to £50,000	No	Minimum of 3 Quotations	Via Procurement	Procurement	Yes - via Contracts Finder above £25,000	Standard Terms and Conditions and any additional in line with agreed level of risk and complexity	Budget Holder or Delegated Person	Budget Holder or Delegated Person	Yes as required by Contracts Finder
£50,001+	No	Full competitive tender exercise or as prescribed by the Public Contracts Regulations 2015 or purchase via a framework	Via Procurement	Procurement	Yes – via Find A Tender as required by Contracts Finder &/or Public Contracts Regulations	Standard Terms and Conditions and any additional in line with agreed level of risk and complexity	Budget Holder or Delegated Person in line with Financial Regulations	Budget Holder or Delegated Person in line with Financial Regulations. Over £500k - sealed as a deed via Legal Services	Yes – as required by contracts Finder &/or Public Contracts Regulations

### **3. Procurement methods**

#### **3.1 TENDERS OVER REGULATORY THRESHOLDS UNDER THE PUBLIC CONTRACTS REGULATIONS 2015**

Procurement is responsible for selecting the most appropriate route to market.

#### **3.2 USE OF SELECTION QUESTIONNAIRES (SQS)**

Procurement will apply minimum standards of experience, reputation and economic standing to suppliers to test their suitability to bid for an Authority contract.

Procurement must use the Authority's standard Invitation to Tender Questionnaire and adhere to statutory guidance for all procurements of contracts above the relevant Regulatory Threshold.

All the methods and criteria used for assessing the suitability of suppliers must be transparent, objective and non-discriminatory.

#### **3.3 EVALUATION**

Tenders over Regulatory Thresholds are evaluated based on the identification of the 'Most Economically Advantageous Tender (MEAT)'. This takes price into account, alongside quality and responsible procurement considerations, but does not require the tender to be awarded to the lowest priced bidder.

The weighting given to the considerations, including in relation to Responsible Procurement considerations will be determined by the Category Specialist in consultation with Internal Customer.

Where written quotations are invited for contracts below regulatory thresholds MEAT should also be used, but where no clear quality criteria are specified then the Procurement Manager can determine that an assessment can be made based on price. The relevant Budget Manager can accept the most economically advantageous tender, or the lowest cost tender, where such a contract award criterion is being used.

For all tenders over Regulatory Thresholds, a full record of all key decisions and process in relation to the procurement procedure must be kept in the contract file maintained by the Procurement Department,

including such details as required by Regulation 84 of the Public Contracts Regulations 2015.

#### **3.4 COLLABORATION WITH OTHER PUBLIC BODIES**

The Authority may enter into collaborative agreements for the procurement of goods and services with other public bodies or Central Purchasing Bodies where this offers best value for money. Where this is proposed, you must seek advice from Procurement in the first instance.

#### **3.5 APPROVED OR 'SELECT' LISTS**

The Authority does not operate general 'approved' or 'select' lists of suppliers, instead a formal arrangement must be in place via either a contract, a framework agreement, a dynamic purchasing system or other mechanism compliant with regulations.

#### **3.6 FRAMEWORK AGREEMENTS AND DYNAMIC PURCHASING SYSTEMS (DPS)**

All requirements to use existing frameworks or DPS, or to set up new ones, must be referred to Procurement, who will make appropriate arrangements in consultation with Legal Services as required.

Where the Authority accesses an existing Framework Agreement or DPS, the Framework Agreement or DPS terms and conditions of contract must be used, amended as appropriate, as permitted by the Framework Agreement or DPS and the Regulations.

Before entering into these, due diligence checks must be carried out to demonstrate that the Authority can lawfully access them and that they are fit for purpose and provide value for money.

#### **3.7 RESPONSIBLE PROCUREMENT**

Internal Customers must familiarise themselves with the Responsible Procurement policy.

Responsible Procurement is the act of procuring goods, services, or works in a manner that is considerate of the impact, both positive and negative, that the Authority may have on the environment, the economy, our community and society in general.

The Public Services (Social Value) Act 2012 places an obligation on the Authority to consider the economic, social and environmental well-being of

our area when we award contracts over Regulatory Thresholds. The Authority will specify responsible outcomes that are proportionate and relevant to the procurement and seek to evaluate tenders in accordance with those outcomes.

It will be the joint responsibility of the Responsible Officer in the key buying areas and the relevant Category Specialist to consider and determine, on a contract by contract basis, the potential responsible outcomes that can be delivered through the procurement process and the most appropriate procurement strategy to achieve these.

The following approach will be adopted for all responsible considerations outlined under the Responsible Procurement policy:

1. Understand the relative impact of each element of RP to each contract;
2. Include relevant RP outcomes within the contract specification and terms and conditions;
3. Include relevant RP evaluation criteria with appropriate weighting within the supplier selection process;
4. Manage and measure RP objectives throughout the life the contract.

The Responsible Procurement policy covers all areas of commissioning and procurement within the Authority and will influence the way we procure all goods, works and services. For procurements below £50,000, Procurement will have regard to the resources available to smaller providers who may bid for lower value contracts. Requirements set will apply to sub-contractors.

All suppliers to the Authority are required to comply with all relevant environmental legislation and regulation and any such superseding legislation. The Authority may also introduce from time to time particular local and national policies which support environmental and sustainable procurement and Officers should include these in relevant procurement documentation and procedures.

### **3.8 VOLUNTARY EX-ANTE TRANSPARENCY NOTICE (VEAT)**

Should a VEAT Notice be assessed by the Procurement Manager and Legal Services as being required to manage potential risk to the Authority, this will be approved by the Procurement Manager, in consultation with the

Assistant Director Resources/Treasurer and the Monitoring Officer, and a log of all published VEAT notices maintained by Procurement.

### **3.9 DEVELOPING LOCAL SUPPLIERS**

The Authority is committed to encouraging businesses in East Sussex and the City of Brighton & Hove to compete for contract opportunities in order to support the development of the local economy.

You must use our purchasing power to work with local businesses wherever possible where this provides equal or better Value for Money for the Authority than alternatives. However it must also be noted that the Public Contracts Regulations require that any procurement activity should not discriminate, favour or show bias.

You should carefully review the required specifications of any contract to ensure that small and medium sized enterprises are not being disadvantaged in their ability to tender for goods, works or services with the Authority.

For contracts over Regulatory Threshold, Procurement in conjunction with Internal Customers must also consider whether the contract should be divided into Lots in order that small and medium sized enterprises can bid for local work.

### **3.10 COMMERCIAL CONFIDENTIALITY AND INTELLECTUAL PROPERTY**

If you are discussing developments with suppliers you should take care to ensure that you do not inadvertently share key commercial or confidential information such as budgets, existing pricing from other suppliers, or suggestions for improvements unless you have a Non- Disclosure Agreement (NDA) in place.

This protects the Authority's interests and our intellectual property. Internal Customers are responsible for putting these agreements in place where appropriate, with advice from the Procurement Department, who can provide a commercial advice and support in dealing with suppliers. Where arrangements include the Intellectual property of the Authority, appropriate or relevant contract clause/s must be included.

Intellectual property is a generic term that includes inventions and writings. If these are created by the Authority as a general rule they belong to the Authority not the supplier. Certain activities undertaken by the Authority may give rise to items that may be patentable, for example software development. These items are collectively known as Intellectual Property.

## **4. Waivers and Emergencies**

### **4.1 WAIVERS**

In the event that the application of these orders prevents or inhibits the delivery or continuity of service, a waiver may be sought. A waiver is required for any proposed procurement or contractual action which is not compliant with these Orders.

A waiver cannot be given if it would contravene the Public Contracts Regulations 2015 or any other applicable legislation.

You must obtain approval for a waiver in writing specifically identifying the PSO that is being waived and the reason for which the waiver is sought, including justification and risk. When a waiver is sought, advice from Procurement should be sought at the earliest opportunity. A waiver cannot be granted retrospectively; this is viewed as non-compliance with these Orders.

Any proposal to waive any of the provisions of one or more PSOs in relation to a Contract must be referred by the Internal Customer to the Assistant Director Resources / Treasurer. Except in an emergency, the proposal must be in writing, setting out the reason(s) for the waiver.

The Assistant Director Resources/Treasurer may waive any provision of one or more PSOs in relation to a proposed Contract, except where it contravenes any applicable legislation. Except in an emergency, the Assistant Director Resources/Treasurer shall consult the Monitoring Officer, the Procurement Manager and the relevant Member of the Authority before making a decision.

Procurement must maintain a log of all waivers, and store documentation for waivers within the Contracts Register.

### **4.2 EMERGENCY PURCHASES**

An emergency purchase is only allowed for purchasing outside the hours 0830hrs to 1700hrs, on working days or at weekends and during public holidays.

A declared emergency is as defined by the Civil Contingencies Act 2004 where the goods, services or works are necessary and proportionate for

the protection of life, property or the environment, or to maintain the functioning of local fire and rescue services for which the Authority is responsible.

You can use a Procurement Card, within your allocated limits, to pay. If the supplier does not accept Procurement Cards then you may give a verbal order and raise a formal purchase order the following working day. You must also inform Procurement of any emergency purchases on the following working day.

Where a contract is entered into on behalf of the Authority in the circumstances of a declared emergency, whether orally or in writing this must be reported to Procurement at the earliest opportunity and recorded in the Contracts Register to include:

- a) The name and location of the Officer who authorised the Contact
- b) The value and description of the Contract
- c) The rationale under which the contract has been entered.

## **5. Liability and Security**

### **5.1 INSURANCE LIABILITY**

To protect the Authority, insurance is required throughout the term of the contract, where we use goods, works or services provided by a supplier (including consultancy).

The minimum levels of cover for Public Liability Insurance and Employers' Liability Insurance required, and Professional Indemnity Insurance are set out below.

- a) Public Liability - £7m
- b) Employers Liability - £10m
- c) Professional/Product Indemnity - £1m-£5m (dependent of contract type & subject to risk assessment – Procurement to advise)

In some instances where the contract value, risk or scope may be particularly high, additional levels of cover may be required. Equally, where some contracts may be suitable for micro business, lower levels of insurance may be considered. Any variation from the standard levels above must have the agreement of the Procurement Manager, in consultation with the Risk & Insurance Officer.

### **5.2 FINANCIAL SECURITY**

Procurement must confirm that suppliers are financially robust both prior to contract award and during the life of the contract as appropriate. Details of the requirements or potential guarantees a supplier may need to provide must be set out in the procurement documents.

If there is doubt as to the financial credibility of a supplier but the Authority has decided to accept the level of risk, then additional forms of security to a level determined between the Assistant Director Resources/Treasurer and the Monitoring Officer are required, for example:

- a) a Parent Company, Ultimate Company or Holding Company guarantee where their financial standing proves acceptable;
- b) a Director's Guarantee or Personal Guarantee where finances prove acceptable;
- c) a Performance Bond, retained funds or cash deposit;
- d) any other security (such as escrow arrangements) as determined by the Monitoring Officer.

All documents inviting tenders and contracts issued must contain a statement that the supplier needs to provide security for performance and the level of security needed, financial checks to be applied at tender, plus how financial suitability will be assessed and any checks that will be required during the life of the contract.

Additional documentation, where required, should be stored within the contract file.

### **5.3 DOCUMENT RETENTION PERIODS**

The retention of tenders and contractual documentation is prescribed in the Authority's Retention schedules and the Public Contract Regulations. In summary:

- a) All quotations secured where the threshold requires it must be submitted with the requisitions and will be retained for seven years
- b) All received Tenders must be retained for a minimum of eighteen months following the issue of the Contract Award Notice;
- c) All signed contracts must be retained for a minimum of seven years following contract expiry;
- d) All sealed contracts over £500,000 (including all tender documentation) must be retained for a minimum of seven years following contract expiry.

## **6. Managing Contracts**

Contract management activities will be determined by the complexity and risk profile of the supply and the associated contract.

Foundations for onward contract management must be established during the procurement process, including within the specification and the setting of service levels and key performance indicators within the terms and conditions.

The approach, responsibilities and the nominated contract manager must be determined within the terms and conditions.

The contract documentation will set out the obligations, benefits and performance requirements of the respective parties to ensure that:

- a) The Authority receives the benefits expected from the contract and the contractual relationship throughout the contract's life;
- b) We understand our obligations under the contract and those of the supplier;
- c) We manage the contact in manner which fulfils each party's responsibilities, minimizes risk and maximizes benefits.

Contracts are to be managed by Internal Customers, supported by their Category Specialist, either by a dedicated contract manager nominated within the contract or who has these responsibilities as part of a broader role.

Meetings with key suppliers must be minuted and performance indicators monitored and reported upon by the nominated officer and the Category Specialist, according to the protocols established in the contract.

All purchases above £10,000 must be delivered under a form of contract approved by Procurement.

### **6.1 CONTRACT PERFORMANCE**

Nominated Internal Customers, supported by the Category Specialist, are responsible for the performance of contracts in their area. All Contract Management activities are to be delivered either by a dedicated contract manager or by someone with that responsibility as part of a wider role.

Procurement is responsible for assessing the level of risk, value and complexity of managing a contract once it has been established and will provide support, training and guidance in line with the category model.

## **6.2 CONTRACT AWARD NOTICES**

A full Contract Award Notice must be published no later than 30 days after the award of a contract for all contracts over the Regulatory Threshold values, excluding call-offs from framework agreements. For all contracts called-off from a DPS, the Notice must be published within 30 days of the call-off or be grouped together and published on a quarterly basis within 30 days of the end of each quarter.

For all other contracts under Regulatory Thresholds a simplified Contract Award Notice must be published on the Contracts Finder website for all contracts awarded over a value of £25,000 (including all call-off contracts from Framework Agreements) as soon as is reasonably practicable after the conclusion of the contract.

## **6.3 CONTRACTS REGISTER**

All contracts over £5,000, including any variations or amendments, must be registered and maintained within the Contracts Register, managed by Procurement. The Authority is required by law to publish transparency data about our contracts on a quarterly basis.

## **6.4 CONTRACT MODIFICATIONS AND EXTENSIONS**

### **Extensions**

Contracts that have been originally advertised with extension options can be extended only with the approval of the Budget Holder, in consultation with the Category Specialist,

For contracts with an original estimated value below the Regulatory Threshold, extensions or renewals of an existing Contract which are not included in the contract can, in certain circumstances, be made without triggering a requirement for a new Procurement exercise. This would constitute a waiver and is subject to the waiver procedure described in section 4.1.

For those contracts with an original estimated value over the Regulatory Threshold any extension which is not defined by the original public notice must be referred to Procurement and Legal Services.

### **Other Modifications**

For contracts with an original estimated value over the Regulatory Threshold the agreement of the Procurement Manager is required before any material modifications can be made (save for extensions which are dealt with in the preceding paragraph).

Any extension or modification must have an approved budget allocation. All amendments must then be recorded in writing, signed appropriately and retained with the original contract on the Contract Register.

Procurement can provide guidance as to the circumstances under which contract modifications or extensions are permitted by Regulation 72 in the Public Contract Regulations 2015, or superseding legislation or regulation.

## **6.5 CONTRACT NOVATION**

Where a contractor sells, merges or transfers their business to another organisation, the existing contract(s) the Authority has with that contractor should be novated if this is acceptable to the Authority and permitted by law.

The Procurement Manager should be consulted to approve the novation of a contract to a new supplier and if a novation is agreed, then the revised contract will be recorded on the Contracts Register and the master data updated on SAP.

## **7. Paying our suppliers**

### **7.1 INVOICE PAYMENTS**

Contracts will state that Suppliers must submit all invoices to the Finance Department via email at [csd.finance@esfrs.org](mailto:csd.finance@esfrs.org). No invoices should be received directly by your Department.

All invoices received in Finance must include a Purchase Order number. Invoices without a Purchase Order number will be returned to the supplier.

Suppliers cannot be paid until you have confirmed that the requirement has been satisfactorily delivered. A Purchase Order must be followed by a Goods Receipt Notice before an invoice can be paid. It is the Internal Customer's responsibility to ensure all purchases are notified to Procurement as received to the appropriate value and are fit for purpose.

## **7.2 PAYMENT TERMS**

The standard payment terms are 30 days from the invoice date, with payments made via BACS (electronic bank transfer). If a Supplier has identified themselves as an SME (“small or medium enterprise”), they can be paid on preferential payment terms of 10 working days.

You must obtain the agreement of the Finance Manager for any deviation from the standard payment terms.

Except for conferences or similar arrangements, where payments are agreed in advance, appropriate review of a supplier’s financial stability and standing and due regard for risk in the event of supplier failure must be undertaken and agreed by the Assistant Director Resources/Treasurer, in consultation with the Procurement Manager.

## **8. Disposing of surplus goods**

Disposal of surplus materials, goods or assets (including recycling of materials that have a scrap value), must have adequate defined processes and controls to ensure that the Authority receives proper reimbursement, where appropriate and cost effective.

In principle, for assets being sold with a value of:

Less than £1000	It may be sold to a reputable business or publicised for bids within the Service
More than £1000	By public auction or competitive quotation unless the Treasurer has given prior approval to some other method of disposal

You must seek advice from Procurement when making valuations and the book value of the asset will be primarily used to calculate value. In most cases, it is anticipated that the highest bid received will be accepted.

Where recycling of materials can be progressed to sale or scrap, the Authority may enter into a profit share arrangement with Contractor. Examples are construction, servicing and repair type contracts, where scrap metals or building materials can be re-sold. The contractor will need robust processes to define how they deal with disposal and Authority authorisation to sell scrap value materials or goods.



Care must be taken to ensure that environmental sustainability as well as security and other associated issues and obligations (including those from the Data Protection Act and WEEE Regulations) are considered and complied with when disposing of goods.

## **Appendix 1 – Policies and Guidance relevant to these Orders**

All Staff must follow the Authority policies, in particular those relevant to these Orders, which are listed below:

The Procurement Standing Orders – Guidance for Staff

### The Constitution:

Section D1 General Standing Orders

Section D3 Financial Regulations

Section C2 Scheme of Delegated Functions

### Manuals:

CPS02 02 Disposals of Equipment, Materials and Land

CPS01 01 Delegated Financial Management

CP02 06 ESFRS Purchasing Card Policy

CPS02 ESFRS Procurement Policy

COS02 11 Responsible Procurement Policy

HR02 18 Code of Conduct and Conflict of Interest

CPS06 14 Local Code of Corporate Governance

CPS06 11 Anti-Fraud, Bribery and Corruption Policy

### Procurement in the UK is regulated by:

The Public Contracts Regulations 2015

The Public Services (Social Value) Act 2012



**SECTION E1 (a)**

**MEMBER DEVELOPMENT**

- 1 [New Member Induction](#)
- 2 [Member Development Handbook](#)
- 3 [121 Support & Guidance](#)
- 4 [Members' Seminars](#)

Responsible Officer	Section Issued	Section amended/ updated	Review Date
Assistant Director Planning & Improvement	December 2014	December 2016 July 2019 June 2020 June 2021	

## **MEMBER DEVELOPMENT**

The Fire Authority is committed to ensuring its Members are supported in developing the range of skills that they need in order to be outstanding community leaders.

### **1 New Member Induction**

1.1 A comprehensive induction programme is available to all Members of East Sussex Fire Authority providing a foundation in the work of the Service and the essential knowledge needed in order for them to contribute effectively to the work of the Fire Authority in a short space of time.

1.2 The Member Induction programme includes:

- Welcome & Introduction to the Fire Authority
  - *Home Office & UK Government relationships*
  - *What is a Combined Fire Authority & how has it evolved?*
  - *Treasurer role & statutory functions*
  - *Monitoring Officer role & statutory functions*
  - *Governance - Constitution, Fire Authority & Panels*
  - *Member Role, Responsibilities & Expectations*
- Introduction to East Sussex Fire & Rescue Service
  - *Overview of ESFRS as an organisation & how it works*
  - *ESFRS Purpose & Commitments*
  - *ESFRS Vision & Values*
  - *Overview of organisational structure, strategic direction and plans of the Fire Authority including community risk management planning (CRMP)*
- Fire Finance
- Media Training
- Scrutiny & Audit Training

1.3 Additionally there are visits arranged to key locations and sites including Headquarters, Lewes. Service Training Centre, Maresfield and community fire stations if appropriate.

1.4 Other resources available to Members including:

- Guidance from ESFRS staff, e.g. Senior Leadership Team, Monitoring Officer, Treasurer and Democratic Services
- Local Government Association at:  
<http://www.local.gov.uk/councillor-development;jsessionid=616D1921284B12C85FB05F517461DFB8>

## **2 Member Development Handbook**

- 2.1 A comprehensive Member Development Handbook has been produced providing Members with a simple way of finding out what learning opportunities are available to them and includes those provided internally and by external partner organisations including The Local Government Association and South-East Employers.
- 2.3 The training opportunities available to Members include a mixture of online learning, in-house workshops, external courses and events all helping to provide a balanced approach and maintain flexibility.
- 2.4 It is understood that Members are required to take part in training and development programmes at their constituent authorities and every effort has been made to avoid duplication, however there will be some courses which all Members are required to complete, including annual Safeguarding training.

## **3 1-2-1 Support and Guidance**

- 3.1 Newly appointed Fire Authority Members are supported during their first months of office through a 1-2-1 programme. Each new member is allocated a Senior Leadership Team Officer to act as their 1-2-1 contact.
- 3.2 Members will have regular meetings and updates as part of their 1-2-1 programme and will also be encouraged to use their allocated SLT Officer as a first point of contact for any issues or advice they need.

## **4 Members' Seminars**

- 4.1 A series of six Members' Seminars are held each year. These half-day events are held both virtually and at locations across the Service area including community fire stations, Headquarters and the Service Training Centre.
- 4.2 The intention of these Seminars is to help Members understand some of the unique aspects of the Fire Service and provide an opportunity to meet colleagues from across the organisation.



- 4.3 At selected Seminars an operational demonstration is provided to ensure that Members can see our Firefighters displaying their skills and answering questions on processes, skills and equipment.
- 4.4 Members are provided with the dates and locations of the Seminars at the start of the year as soon as they have been timetabled and are reminded regularly of forthcoming dates.



## SECTION E1 (c)

### CODE OF CONDUCT – MEMBER/EMPLOYEE RELATIONS

1. [Introduction](#)
2. [Roles and Responsibilities](#)
3. [Information for Members](#)
4. [Respect and Courtesy](#)
5. [Contact between Members and Employees](#)
6. [Correspondence Between Members and Employees](#)
7. [Undue Pressure](#)
8. [Familiarity](#)
9. [Redress](#)
10. [Political Activity](#)
11. [Conclusions](#)

[Appendix A](#): Requests for an Employee to Address Group Meetings and Related Points

[Appendix B](#): East Sussex Fire Authority Publicity Conventions about Press Releases

Responsible Officer	First Section Issue Date	Section Amended/updated	Review Date
Assistant Director Planning & Improvement	Oct 2005	March 2104 Sept 2015 July 2019 September 2021	

## **Code of Conduct – Member/Employee Relations**

### **1 INTRODUCTION**

- 1.1. Standards of conduct for Members and employees of the Authority are contained in separate Codes of Conduct. Whilst these are detailed documents, they do not cover explicitly some of the issues arising from the close working relationships which are needed between the two if high value quality services are to be delivered and the mutual confidence of Members and employees is to be maintained.
- 1.2. Good working relations between Members and employees are critical to the successful delivery of the Authority's business. Any misunderstandings about the roles and acceptable standards of behaviour may harm the effectiveness of these relationships. This document aims to strengthen the good working relationships which already exist, clarify possible areas of doubt and offer advice as to how any difficulties which might arise can be resolved properly.
- 1.3. Much of that which is contained in this document primarily concerns the relationship between Members and the Chief Fire Officer & Chief Executive (CFO/CE) and other senior managers, but the same principles apply to all employees.
- 1.4. The following Appendices support this document: Appendix A covers the detailed process of Political Activity between employees and Party Groups, and Appendix B deals with Press Releases and Authority publicity.
- 1.5. The Members' Code of Conduct is set out elsewhere in this Constitution.
- 1.6. This document applies to officers appointed to serve the Authority (e.g. the Monitoring Officer (MO)) who are not Authority employees, and to their representatives, as if they were employees.

### **2 ROLES AND RESPONSIBILITIES**

#### **Members**

- 2.1 The Members of the Fire Authority are all Councillors. The role of a Councillor is defined by the Local Government Act 1972, the Local Government and Housing Act 1989 and the Local Government Act 2000.
- 2.2 In law, Members have responsibilities similar to trustees. No decisions on behalf of the Authority can be taken by individual Members, except in limited circumstances on matters of procedure, such as procedure at meetings.

2.3 All Members are required by law to:

- (a) observe the Code of Conduct for Members;
- (b) comply with the Authority's Standing Orders and Financial Regulations; and
- (c) comply with all relevant statutory provisions applicable to the Authority and its Members and employees.

*NOTE: It is the responsibility of individual Members to ensure they have proper advice. If Members are ever in doubt in terms of the law, any Authority Code, Standing Orders, general propriety, conflicts of interest etc. then they should consult either the MO or, if financial, the Treasurer.*

### **The Chairperson**

2.4 The role of Chairperson is only legally recognised for procedural purposes (e.g. in conducting meetings and exercising a casting vote). In practice, the Chairperson is recognised as the member who will undertake the following roles:

- (a) presenting reports at Fire Authority meetings and responding to questions (as defined in Standing Orders);
- (b) responding to the press and making public statements on behalf of the Fire Authority;
- (c) liaising closely with the CFO/CE in developing policy and service plans; and

2.5 The Vice-Chairperson, the Panel Chairperson and Lead Members have similar, but less prominent roles.

### **Employees**

2.6 Employees are employed by, and serve, the Fire Authority. They provide advice to the Fire Authority and its Panels, and are responsible for ensuring that decisions are effectively implemented. All employees are required to exercise political neutrality whilst undertaking their duties. Some employees have their neutrality enforced through the political restrictions of the Local Government and Housing Act 1989. All employees are required to abide by the

Anti-Fraud, Bribery and Corruption Policy and by the Code of Conduct for Employees.

- 2.7 Employees are responsible to their line managers and ultimately the CFO/CE. The CFO/CE has professional responsibilities and accountabilities for the proper management of the Authority's employees in addition to their specific responsibilities as a statutory office holder.
- 2.8 The CFO/CE and senior employees will work closely with Members to ensure effective policy development and decision-making.

### **3 Information for Members**

- 3.1 It is important for the CFO/CE and employees to keep Members informed about the major issues concerning the Authority and about issues and events affecting the areas that they represent.
- 3.2 Members' rights to information are subject to legal rules and, if a Member has a legitimate interest in a matter and is able to demonstrate a 'need to know' then employees may, after consulting their line manager, provide the relevant information, including confidential information. When issuing this information consideration should be given as to whether the information should be shared with the Group Leaders.
- 3.3 Members will need to explain why information is needed, in order to establish that there is a legitimate 'need to know'. Members who ask for complex or substantial quantities of information must be flexible in their requests if compiling will result in significant cost to the Authority. Information will be provided electronically.
- 3.4 The Members' Code of Conduct and Standing Orders both restrict disclosure of confidential information which has been obtained as a Fire Authority Member. Members must be aware that confidential information may include individual's personal data which is protected from disclosure under the Data Protection Act. Confidential information must not be made available by the Member concerned to the public or shared with another Authority Member who cannot demonstrate a similar 'need to know'.
- 3.5 If Members have difficulty in obtaining information they feel they need and are entitled to in order to carry out their duties they should contact the CFO/CE. If they remain dissatisfied they should contact the MO and set out their concerns.

## **4 Respect and Courtesy**

- 4.1 Mutual respect, trust and courtesy must be demonstrated by all Members and employees in all meetings and contacts both formal and informal. Good behaviour plays a vital part in the Authority's reputation. It is important that Members and employees remember their respective obligations to enhance the Authority's reputation and do all they can to avoid criticism of Members, or employees, in public places.
- 4.2 Members are entitled to constructively criticise reports, actions and work of departments, Directorates or the Authority where they perceive such criticism is merited. However, Members must remember employees are constrained in the response they may make to public comments about them by Members. Members must not make personal or abusive comments about employees in public or through the press nor undermine any employee's position by abuse, rudeness or ridicule.
- 4.3 Employees must show respect and courtesy to Members. They must act professionally and impartially in the Authority's interests. They must be even-handed towards all Members. The Authority can expect their lawful policies to be put into effect, even if at variance with employees' personal views.
- 4.4 If a Member believes they have reason to criticise the work of an employee, the proper approach is to contact the relevant Assistant Director or to the CFO/CE. If employees feel they have good cause to criticise a Member, they should raise the issue with their Assistant Director or the CFO/CE.
- 4.5 Employees who are disrespectful or discourteous to Members will be liable to disciplinary action.
- 4.6 Members who are disrespectful or discourteous to an employee, can expect their Group Leader to treat the matter extremely seriously. Bullying and compromising the impartiality of employees are breaches of the Code of Conduct for Members. A complaint under the Code, if substantiated after a formal investigation and hearing, will render a Member liable to a range of penalties.

## **5 Contact between Members and Employees**

- 5.1 Regular contact between Members and some employees is necessary to ensure the efficient working of the Authority. It is the responsibility of the Authority's principal officers to identify the employees who should have regular contact with Members, having regard to the nature of the roles they perform and the Member contact envisaged.



5.2 Members should follow established lines of communication. If different employees are approached they may not obtain the advice, help or information envisaged and could potentially undermine the formal accountability of employees to their line managers. If Members have any concerns about these arrangements, they should bring them to the attention of the appropriate principal officer.

## **6 Correspondence between Members and employees**

6.1 Correspondence between Members and employees must comply with the respect and courtesy obligations of this Code and, unless the correspondence is obviously confidential, it may be copied by the sender or recipient to others, subject to the following consideration.

6.2 An employee should not normally copy correspondence with a Member of one political group to a Member of another political group without consent. This does not preclude the employee from advising another Member of the general nature of the matter, where it is relevant to a role which that Member is undertaking for the Authority, for example as Chairperson, or Panel Chairperson.

## **7 Undue Pressure**

7.1 Members should be aware that it is easy for employees to be overawed and feel at a disadvantage. Such feelings can be intensified where Members hold official and/or political office.

7.2 Members must not apply undue pressure on an employee either to do anything they are not empowered to do or to undertake work outside normal duties or normal hours. Particular care must be taken in connection with the use of Authority property and services.

7.3 Employees must not seek to use undue influence on individual Members to make a decision in their favour, raise personal matters to do with their job or make claims or allegations about other employees. There are formal procedures for consultation, grievance and discipline.

7.4 Reports to the Authority or its Panels should be written by the CFO/CE or another employee authorised by them to do so. Reports are discussed with the Chairperson or relevant Panel Chairperson at regular briefings held with the CFO/CE and senior employees. The Chairperson may make suggestions as to the contents of a report however, the report is the employee's and any

amendments can only be made by the CFO/CE in consultation with either the MO and/or Treasurer.

## **8 Familiarity**

- 8.1 Close personal familiarity between individual Members and employees can damage the principle of mutual respect. It may also, intentionally or accidentally, lead to the passing of confidential information or information which should not properly be passed between them, e.g. personal details.
- 8.2 Such familiarity could also cause embarrassment to other Members and/or employees and even give rise to suspicions of favouritism.
- 8.3 For the above reasons, close personal familiarity must be avoided.

## **9 Redress**

- 9.1 If Members consider they have not been treated with proper respect or courtesy and it cannot be resolved through direct discussion with the employees concerned, they should raise it with the relevant Assistant Director without delay. Members may raise such issues with the CFO/CE if they remain unresolved where appropriate disciplinary action may be taken against employees.
- 9.2 If employees feel the same way about any Members, they should raise the matter with their Assistant Director or Principal Officer as appropriate without delay, especially if they do not feel able to discuss it with the Member concerned. The CFO/CE will take such action as is appropriate either by approaching individual Member and/or the relevant Group Leader. The CFO/CE will inform the Monitoring Officer if a Group Leader is involved, or any other case deemed appropriate.

## **10 Political Activity**

- 10.1 Unless exempted by the CFO/CE, employees holding politically restricted posts cannot be local authority councillors, MPs or MEPs; act as election agents; be an officer of a political party; canvas on behalf of a political party or speak or publish written work for the public at large or to a section of the public with the apparent intention of affecting support for a political party. The following staff are regarded as holding politically restricted posts - Principal Officers and any employee whose duties involve giving advice to the Authority or Panels on a regular basis or speaking on a regular basis to journalists or broadcasters on behalf of the Authority.



- 10.2 In accordance with the Authority's Code of Conduct for Employees, employees must not be involved in advising any political group of the Authority nor attend any of their meetings in an official capacity without the express consent of the CFO/CE. The procedure for such a situation is contained in Appendix A.
- 10.3 The above does not obviate the necessity for regular contact on matters affecting the Authority between the CFO/CE, senior employees and Group Leaders, and on matters affecting Panels between the CFO/CE, other senior officers, and Panel Chairperson.
- 10.4 Authority decisions can only be made by the Full Fire Authority, or Panels or the CFO/CE or other employees, acting under delegated authority. Decisions by political groups do not constitute Authority decisions. All relevant representations made in respect of any matter must be reported to the Authority.

## **11 Conclusions**

- 11.1 Mutual understanding and openness on these sort of sensitive issues and basic respect are the greatest safeguard of the integrity of the Authority, its Members and employees.
- 11.2 If Members or employees have any concerns about the content of this Code or would like any interpretation or advice on its contents, they should contact the CFO/CE or the MO.

**Annex A**

**Requests for an Employee to Address Group Meetings and Related Points**

1. In accordance with the Code of Conduct for Employees, approved by the Authority, the Chief Fire Officer & Chief Executive (CFO/CE) must be made aware of any invitation by an Authority political group or any part of a group (such as group Members on a particular Panel) for an employee to address a group meeting, in sufficient time to enable the stages outlined in paragraphs 2 and 3 below to be completed before the meeting.
2. The Chief Fire Officer & Chief Executive should be made aware of:
  - i. the reason(s) why an employee is being invited to address the group meeting;
  - ii. the name of the employee(s) concerned if known; and
  - iii. the topic(s) to be covered or on which information or a report is sought.
3. The CFO/CE, after consultation with the Monitoring Officer (MO) and individual employee(s) concerned, will decide whether permission can be given, in whole or in part, to the employee(s) concerned for them to address the meeting. The request can be agreed, in whole or part, and the CFO/CE will notify the relevant Group Leader or Member together with the other Group Leaders and indicate that similar arrangements will be made for them if they wish. This is to ensure integrity of all concerned is preserved through openness and equal access.
4. Since legally, employees (including the CFO/CE, MO and Treasurer) serve the Authority, and not individual political groups, their attendance at political group meetings is voluntary.
5. Employees are entitled to have their political neutrality respected should they agree to attend the group meeting, and must be treated in a fair and proper way. Employees must not be placed in a position where they feel at a disadvantage or their political impartiality or integrity are put at risk.
6. To safeguard both employees and Members, matters which have not been mentioned under 2 above should not be raised in the presence of the employee(s). Employees will be instructed on each occasion that they must leave a meeting if there is any suggestion that they are to be asked to comment on matters beyond the brief agreed in advance, or if they feel vulnerable or that their integrity were to be put in question.



7. Any breach of these arrangements by either Members or employees will be viewed seriously and appropriate action taken by Group Leaders or the CFO/CE respectively. The MO will also be informed.

**Annex B**

**East Sussex Fire Authority Publicity Conventions about Press Releases**

The purpose of this note is to set down as conventions long standing rules and practices which govern press releases. The aim being to avoid misunderstanding and facilitate effective action and maintain constructive relationships between Members and employees.

- Section A – Basic Rules Governing Authority publicity.
- Section B – Group Publicity.
- Section C – Conventions.

Any press activity within the Authority will take account of the priorities of the Authority's agreed Strategies as amended from time to time and the Convention needs to be read and operated in that context.

**A Basic Rules Governing Authority Publicity**

- 1 Any press activity within the Authority must follow the principles laid down in the Code of Practice on Local Authority Publicity (the Code) introduced with the Local Government Act 1986 (issued in March 2011).
- 2 The Code recognises:
  - (a) The role of employees who deal with public relations in helping to make the public more aware of the services which the Authority provides to the community and the functions it performs; and
  - (b) The need for the Authority to explain its policies, objectives and priorities to electors and council taxpayers and in general to improve local accountability.
- 3 The Code lays down guidance on what is not appropriate publicity for public relations officers or a Local Authority Public Relations and Press Office. The main points are:
  - i. A Local Authority should not publish material designed to affect public support for a political party.



- ii. Publicity should be relevant to the functions and powers of the Local Authority.
- iii. Publicity describing a Local Authority's policies and aims should be as objective as possible, concentrating on facts and explanations/justifications.
- iv. Advertising may be appropriate subject to cost effectiveness and meeting the provisions of the Code.
- v. Comments on proposals of Central Government, other Local Authorities and public bodies should be objective, balanced, informative and accurate.
- vi. Publicity touching on issues that are controversial should be handled with care.
- vii. A Local Authority should not use public funds to mount publicity campaigns, the primary purpose of which is to persuade the public to hold a particular view on a question of policy; although publicity campaigns to promote the effective and efficient use of facilities and services, or to attract tourism or investment, or to influence public behaviour or attitudes on e.g. health, crime prevention or race relations, may be permissible.
- viii. Publicity about individual Members may include the contact details, the positions they hold and their responsibilities. Whilst objective and explanatory publicity may be given which acknowledges the part played by the individual Members as holders of particular positions on a Local Authority, personalisation of issues or personal image-making should be avoided.
- ix. Particular care needs to be taken when publicity is issued immediately prior to an election, to ensure that this could not be perceived as seeking to influence public opinion, or promote the image of a candidate or candidates. This operates once Notice of Election has been given.

- 4 To summarise, Authority press releases can only reflect the policies and decisions of the Authority and its Panels. Quotes from individual Members can only be as representatives of the Authority, e.g. the Chairperson of the Authority or Panel Chairperson, and must be confined to policy or comments in response to particular events which call for a particularly speedy reaction from the Authority.

**B Group Publicity**

- 1 The advantage of publicity produced by Groups or individual Members is that political and other considerations can be communicated, fulfilling a role that Authority publicity cannot.
- 2 The Authority's employees who deal with public relations cannot be involved in the preparation or distribution of Group or individual Member publicity since that is not Authority publicity.
- 3 There is no provision to Group or individual Member press releases to be typed or distributed by Authority employees. However, if the publicity relates to Authority affairs, and will not include any political party publicity, e.g. that people should vote for a particular party then advice and guidance on content will be provided, in the first instance Democratic Services should be contacted. Any distribution costs are to be met to the Group concerned or to the individual Member since the law requires that no costs of Group publicity should fall on the Authority.
- 4 A nominated Authority employee, (usually the Media and Communications Officer) without contravening these rules, will always try to help a Member in relation to handling the media.

**C Conventions**

- 1 The Code re-states the constitutional legal position which still applies to Combined Fire Authorities, even though it has changed for many other Councils - i.e. the Authority discharges its functions corporately through the Authority. Decisions are taken by the Authority or its Panels. The Chairperson cannot in law be given executive authority in relation to their Panels' services.
- 2 Publicity by the Authority has to comply with the Code and the specific accounting rules governing such expenditure: particular care will be taken once Notice of Election has been given.
- 3 Publicity must not report the view of individual Members, except where they are formally representing the Authority. A statement of comment or explanation of official Authority or Panel policy by a Chairperson is included where that is appropriate. Press releases with a quotation from the Chairperson can be issued in advance of an issue coming before the Authority or Panel by making it clear that the Authority or Panel will be considering it. Only the Chairperson can formally comment on official Authority policy (or on what the Authority/Panel may decide).



4. In a limited number of situations, it may be permissible for a press release to contain a quotation from a Member who is not the Chairperson or a Chairperson of a Panel. This would apply, for example, where a Member has been specifically authorised to represent the Authority, particularly at international events. Such press releases and any quotations would be subject to consultation and agreement with the Chairperson of the Authority.
5. Clearly, it is important for Chairperson of any Panel to be aware of any major issues which feature in press releases etc. from their Panel as they may be approached by the media as well on the issue. In such circumstances, the Authority's employees who deal with public relations will seek to ensure contact and liaise with the Chairperson and Panel Chairpersons.
6. Employees seek to operate with common sense and flexibility but they have to operate within what is legitimate within the rules. The Authority's employees who deal with public relations will, on occasions, have to make judgements, advised by the Monitoring Officer, who may also have to make decisions as to what is, and what is not permissible within the rules.



## SECTION E1 (d)

### MEMBERS' ALLOWANCE SCHEME

This section sets out the allowances that may be claimed by Fire Authority Members and how to do so. It also explains how these payments may affect your finances.

Members Basic and Special Responsibility Allowances will be paid directly and taxation of allowances, National Insurance contributions will be calculated by ESFRS.

Members Allowances may alter you Income Tax and Welfare situation. Because the rules relating to these are complex and subject to change, this guidance can only be a general nature.

The Members' Allowance Scheme includes the following sections:

- 1 [The Scheme and Allowances Payable](#)
- 2 [Travel and Subsistence Allowances](#)
- 3 [How to Claim](#)
- 4 [How allowances are paid](#)
- 5 [Election not to receive payment](#)
- 6 [Dependents Carers Allowance](#)
- 7 [Tax and Insurance](#)
- 8 [Statutory Sick Pay](#)
- 9 [Social Security Benefits](#)
- 10 [Insurance](#)
- 11 [Updating of Allowances](#)

Responsible Officer	First Section Issue Date	Section Amended/Updated	Review Date
Assistant Director of Planning & Improvement	November 2005	March 2017 December 2017 June 2021	

## **1 The Scheme and Allowances Payable**

### **The Scheme**

- 1.1 The East Sussex Fire Authority Members' Allowance is based on the provisions contained in the Local Authorities (Members' Allowances) (England) Regulations 2003. It also has regard to relevant Government guidance.
- 1.2 A year, for the purposes of the Scheme, starts on 1 April and ends on 31 March.

### **Allowances Payable**

#### **Basic Allowance**

- 1.3 A basic allowance of £2,472 is payable to each Member of the Fire Authority and is the same for all. Any Member appointed for part of a year is paid on a pro rata basis.
- 1.4 The allowance is paid as recognition of the requirement for Members to attend meetings of the Authority as part of their duties and to recompense for out of pocket expenses incurred and other ancillary work.
- 1.5 The basic allowance is subject to Income Tax and National Insurance Contributions.

#### **Special Responsibility Allowances**

- 1.6 Special Responsibility Allowances (SRA) are additional payments made to recognise the greater responsibilities required by some roles on the Fire Authority and are of varied amounts.

<b>Role</b>	<b>Allowance per Annum £</b>
Chairperson of CFA	10,818
Vice-Chairperson of CFA	5,409
Leader of a Political Group (except where the Group includes either or both the Chairperson or Vice-Chairperson of the Fire Authority)	2,493
Chairperson of Panels	1,994
Panel membership for Policy & Resources, Scrutiny & Audit (and their respective Working Groups) and Urgency Panels	860



The Local Pension Board (equivalent to half the Special Responsibility Allowance for membership of a Panel)	430
An Independent Chair of the Local Pension Board (equivalent to half the Basic Allowance)	1,236

1.7 Each Member may only receive one SRA. If a Member is appointed to more than one post carrying different SRAs then they will receive the greater amount.

1.8 SRAs are subject to Income Tax and National Insurance Contributions.

## **2 Travel and Subsistence Allowances**

2.1 These claims are payable in respect of the following approved duties:

- a meeting of the Authority or any of its Panels or Working Groups;
- a meeting of a bodies (or a committee or sub-committee of such a body) to which the Authority makes appointments or nominations;
- a meeting which has both been authorised by the Authority, or any of its Panels or a joint committee of the Authority and any other authority; and to which representatives of more than one political group have been invited;
- a meeting of a local authority association of which the Authority is a member;
- a visit or tour for Members of the Authority area;
- training sessions, Members Seminars and visits arranged for the better performance of duties and responsibilities or to enable better understanding of the Authority's functions;
- any duty including Officer Panels which have a single (or more) Member(s) of the Authority on them, Member briefings, Group meetings with the Chief Fire Officer or other Officer of Authority, Chairpersons' visits to Stations, Chairpersons' attendances at major incidents, Chairpersons' visits to organisations pursuant to the Authority's business.

### **Travel Rates**

Car Mileage Allowance	45p per mile
Bicycle Allowance	20p per mile
Motorcycle Allowance	25p per mile

- 2.2 Fuel receipts must be provided alongside a completed claim form in order to be valid. It is Members responsibility to provide these with their claim forms.

### **Passengers**

- 2.3 An additional allowance of 5p per mile per passenger (in addition to the standard mileage allowance) is payable for conveying another Member or an officer to the same event which is an approved duty.

### **Car parking**

- 2.4 Members can be reimbursed for car parking charges by completing the relevant section of the travel claim form. Claims for such charges will only be paid when supported by a valid receipt. It is Members responsibility to provide these with their claim forms.

### **Public Transport**

- 2.5 When travelling by train or coach Members should obtain a ticket at the most preferential rate available and reclaim the expense. Either the ticket or receipt must be attached to the claim. It is Members responsibility to provide these with their claim forms.
- 2.6 Taxi fares may be claimed but only in cases of urgency or for meetings outside normal working hours (8.30 a.m. - 6.30 p.m.) where there is no suitable public transport available or for those Members suffering from mobility problems where it is left to the discretion of the Chief Fire Officer. A receipt must be produced in order to make a claim.

### **Subsistence Rates**

- 2.7 Subsistence may be claimed in exceptional circumstances. If a Member believes that they are like to undertake a duty that will require a subsistence claim to be made they must contact Democratic Services in advance.
- 2.8 Members are not entitled to claim subsistence to the extent that suitable accommodation is provided for them while they are undertaking the

approved duty. Accommodation will be booked for Members and the Authority will pay direct.

- 2.9 If a subsistence claim is approved and submitted receipts must be provided in order for the claim to be paid. Members must provide these when submitting a claim form. If a receipt is not provided, claims for Subsistence Allowance will be subject to deductions for Income Tax and National Insurance.

### **Day Subsistence**

- 2.10 The subsistence rates applied to LGS support are also applied to Members also. The rates below are the maximum that can be claimed. Eligibility is based on the time of day meals are taken and time away from home, as follows:

Breakfast	More than four hours absence before 11.00am	£6.13
Lunch	More than four hours absence including 12 noon – 2.00pm	£8.47
Tea	More than four hours absence including 3.00pm – 6.00pm	£3.34
Evening Meal	More than four hours absence ending after 7.00pm	£10.49

### **Overnight Subsistence**

- 2.11 If an overnight stay is required, subsistence for bed and breakfast may be claimed up to a maximum of:

London/Conference Rate	Not exceeding	£180.00
Standard Rate	Not exceeding	£90.00

- 2.12 For overnight stays, up to £21.62 can be claimed for an evening meal. Receipts must be produced for all subsistence claimed.

## **3 How to Claim**

- 3.1 There is no need to claim the basic flat rate allowance or any special responsibility allowances these are paid automatically.



- 3.2 Claims for Travel and/or Subsistence Allowance should be submitted monthly on the standard forms. These forms can be requested from Democratic Services and must be returned by the 7th of that month to ensure they are in your monthly allowance payment.
- 3.3 Claims should be submitted no later than 2 months after the date of the duty attended. Claims over 6 months old will not be paid, unless the express approval of the Assistant Director Resources/Treasurer is obtained.
- 3.4 Members must ensure that all claim forms are completed correctly and in full and all relevant receipts are attached. It is your responsibility to fill in the details of the meetings and the amounts that you are claiming for travel or subsistence. You must also ensure that the meetings in question are eligible for such allowances as listed in section 1. When you sign your claim form you are declaring that all the information is present and correct. Any incomplete claims will be returned to you.
- 3.5 Claims for Travel Allowance are subject to deductions for Income Tax and National Insurance for journeys between home and ESFRS Headquarters (designated place of work) but not for journeys to/from other locations.

#### **4 How allowances are paid**

- 4.1 One-twelfth of the basic allowance and any special responsibility allowance is paid each month together with any travel and subsistence allowances which have been claimed. Payment is made direct to a bank account and a payslip showing a breakdown of pay and deductions is provided electronically.

#### **5 Election not to receive payment**

- 5.1 A Member may elect to forgo entitlement or any part of their entitlement to allowances under the Scheme, by notifying the Chief Fire Officer in writing. In practice this relates to the Basic Allowance and Special Responsibility Allowance, which are the allowances which will otherwise be paid automatically.

#### **6 Dependents' Carers' Allowance**

- 6.1 It is outside the powers of the Authority to approve Dependents' Carers' Allowance. However, it is possible for the Constituent Authorities to pay Dependents' Carers' Allowance to Members of the Authority in limited circumstances. Members should contact their Constituent Authority to find out if they are entitled.

## **7 Tax and Insurance**

- 7.1 It is Members responsibility to satisfy themselves personally that their tax and insurance arrangements are in order and they should consult their own advisers as they think fit about these matters.

## **8 Statutory Sick Pay**

- 8.1 Provided certain requirements are satisfied, Members can claim Statutory Sick Pay from their respective Constituent Authority to whom they should approach for further details as being the primary employer in this respect.

## **9 Social Security Benefits**

- 9.1 The receipt of allowances may affect Members who are receiving Social Security Benefits. All allowances should be declared to the DWP who will be able to advise Members about the way in which allowances affect benefits such as Income Support.
- 9.2 Members should note that failure to disclose any allowances to the DWP may result in prosecution.

## **10 Insurance**

- 10.1 The Authority provides some insurance cover for Members when they are engaged on business which relates to their activities for the Authority. The insurance does not cover Party Political activities.
- 10.2 The insurance covers certain risks in the following broad categories:
- Public Liability
  - Officials Indemnity
  - Libel and Slander
  - Employers Liability
  - Personal Accident Insurance
  - Business Travel Insurance.
- 10.3 For further details relating to the extent of this cover Members should contact the Fire and Rescue Service's Finance Manager.

## **11 Updating of Allowances**

- 11.1 The rates of basic and special responsibility shall be upgraded by using the national headline increase applied to Local Government Support (LGS) staff.



- 11.2 The upgrade shall take effect on and from 1 April, based upon the headline increase of the previous year's national pay award for LGS staff.
- 11.3 The Chief Fire Officer shall keep the travel and subsistence rates under review
- 11.4 The Policy & Resources Panel shall monitor this and other Combined Fire Authorities' (CFAs) allowance schemes to ensure that it remains equitable and fair.



## SECTION E2 (a)

### ACCESS TO INFORMATION

- A. [Access to Information legislation relating to meetings](#)
  - i. [Exempt/confidential information](#)
  - ii. [Publication of agendas, notices and reports for meetings](#)
  - iii. [The Public Bodies \(Admission to Meetings\) Act 1960 and the Local Audit and Accountability Act 2014 \(section 40 – Access to Local Government meetings and documents\)](#)
  - iv. [The Openness of Local Government Bodies Regulations 2014 \(SI 2014 No. 2095\)](#)
- B. [Accounts](#)
- C. [Reports of the Local Government Ombudsman](#)
- D. [Freedom of Information Act 2000 and Environmental Information Regulations 2004](#)
- E. [Additional Rights of Elected Members](#)
- F. [GDPR & Data Protection Act 2018](#)

Responsible Officer	Section Issued	Section amended/updated	Review Date
Assistant Director Planning & Improvement	December 2014	December 2016 July 2019 June 2021	

**A. Access to Information legislation relating to meetings of the Authority**

The Local Government Act 1972, (amended by the Access to Information Act), sets out the rights of access to meetings, agenda and papers, both for members of the public and elected Members.

Detailed information about this legislation relating to local authority meetings can be found at: <http://www.legislation.gov.uk/ukpga/1972/70/part/VA>

**i. Exempt/confidential information**

The Authority may exclude the public, (including the press), from a meeting whenever it is likely that there would otherwise be a disclosure of exempt information to the public.

The descriptions of Exempt Information are:

1. Information relating to any individual.
2. Information which is likely to reveal the identity of an individual.
3. Information relating to the financial or business affairs of any particular person (including the authority holding the information).
4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6. Information which reveals that the authority proposes -
  - a) To give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
  - b) To make an order or direction under any enactment.
7. Information relating to any action or to be taken in connection with the prevention, investigation or prosecution of crime.

Information which falls within any of these paragraphs is exempt information if and so long, as in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

The public and press must be excluded from a meeting when it is likely that confidential information would be disclosed in breach of the obligation of confidence. Confidential information is that which has been provided on a confidential basis by a government department and information the disclosure of which has been prohibited by statute or by Court Order

Whenever it is likely that a report contains exempt (or confidential) information, the relevant report on the agenda will specify the particular paragraph(s) of the exemption that should be applied, and the approval of the Fire Authority or Panel will be sought to exclude the press and public during consideration of those reports.

Members are reminded that in law, and also under the Code of Conduct for Members and the Authority's Standing Orders, they should not disclose any information that is deemed to be exempt from publication, or which is confidential.

Members are also reminded of the need to comply with the Data Protection Act requirements and not disclose any personal information.

Information about Members' need to maintain confidentiality is covered in the Member Code of Conduct.

## **ii. Publication of notices, agendas and reports for meetings**

The Local Government Act 1972, (amended by the Access to Information Act), also sets out requirements about the publication of notice of meetings, as well as agenda and reports.

Written time and place of the meeting must be given at least five clear working days (not including Saturdays, Sundays, and Bank and Public Holidays), before the meeting, or if the meeting is convened at shorter notice, then at the time that it is convened. A copy of the agenda and reports must also be available at least five clear working days before the meeting. A reasonable number of the agenda and reports is always made available at meetings to which the public may attend.

The press and public also have a right to inspect agenda, reports and minutes (that do not contain exempt or confidential information), for a period of up to six years. They may also inspect any background papers referred to in reports, as soon as the reports are published, for a period of up to four years. Any request to inspect documents should in the first instance be made to Democratic Services.

**iii. The Public Bodies (Admission to Meetings) Act 1960 and the Local Audit and Accountability Act 2014 (section 40 – Access to Local Government meetings and documents)**

Amendments have been made to the Public Bodies (Admission to Meetings) Act 1960 and the Local Government Act 1972 that allow members of the press and public to film, photograph or make sound recordings of proceedings at a meeting of the Authority or its Panels/Committees. This includes the use of social media such as tweeting and blogging to report the proceedings of all meetings that are open to the public. It is advisable that anyone wishing to do so informs Democratic Services ([democraticservices@esfrs.org](mailto:democraticservices@esfrs.org)) so that reasonable facilities may be provided.

Any person can provide a written commentary during a meeting as well as an oral commentary outside or after the meeting. The rules do not permit oral commentary to be provided during a meeting as this would be disruptive to the good order of the meeting. The Authority may require any such recording to stop if at any stage the meeting becomes a private meeting.

The law of the land applies, including the law of defamation and the law on public order offences. Freedom of speech within the law should also be exercised with personal and social responsibility, showing respect and tolerance towards the views of others.

The regulations can be found at:

<https://www.legislation.gov.uk/ukxi/2014/2095/contents>

Guidance can be found at:

<https://www.gov.uk/government/publications/open-and-accountable-local-government-plain-english-guide>

**iv. The Openness of Local Government Bodies Regulations 2014 (SI 2014 No. 2095)**

**Recording of Officer Decisions**

The Openness of Local Government Bodies Regulations 2014 introduce new requirements regarding officer decisions. With effect from 6 August 2014, certain Officer decisions have to be recorded and published. The record of the decision has to include prescribed information.

This depends on whether the officer decision is taken under specific express authority or general authorisation. Specific express authority is authority given to an officer by a resolution of the Authority or a Panel (committee). This

is ad-hoc authority for an officer to take action or make a decision on behalf of the Authority. It is not ongoing, permanent authority to be exercised as and when needed. General authorisation is authority given to Officers under the scheme of delegations to Officers, which forms part of the constitution.

Any decision taken under specific express authority always has to be recorded and published irrespective of how important it is.

If an Officer decision is taken under general authorisation, the decision needs to be recorded if it falls under one or more of the following 3 categories:

- a) granting a permission or licence;
- b) a decision that affects the rights of an individual; or
- c) a decision that involves the award a contract or incurring of expenditure which materially affects the Authority's financial position.

Officer records have to include:

- The date the decision was taken;
- The decision taken along with the reasons for the decision;
- Details of alternative options considered;
- If the decision was under specific authority, the name of any Member who declared an interest at the meeting when the authority to the officer was granted.

There is no requirement to publish confidential or exempt information. This would be decisions covered by the category of exempt information (the same categories used for Authority/Panel reports.) There is no requirement to issue a record of a decision under the regulations if there is existing legal requirement to record and publish the decision with reasons.

The regulations require the record to be produced as soon as reasonably practicable after the decision is made. Failure to produce a record could be the subject of legal challenge or a complaint to the Ombudsman. Refusing to provide written records on request or refusing access to background papers is an offence under the regulations.

The regulations can be found at  
<http://www.legislation.gov.uk/ukxi/2014/2095/contents/made>

## **B. Accounts**

Any Member of the Authority, and any local government elector within the area of East Sussex and the City of Brighton & Hove, may inspect the

accounts of the Fire Authority. Under the provisions of the Local Audit and Accountability Act 2014, they may also inspect documents related to the accounts, such as all books, deeds, contracts, bills, vouchers and receipts, provided that this does not contain personal information. Further details about the accounts can be obtained from the Treasurer.

For further information about people's rights to see the accounts, see [www.gov.uk/government/policies/making-local-councils-more-transparent-and-accountable-to-local-people/supporting-pages/peoples-rights-to-see-council-accounts](http://www.gov.uk/government/policies/making-local-councils-more-transparent-and-accountable-to-local-people/supporting-pages/peoples-rights-to-see-council-accounts)

### **C. Reports of the Local Government Ombudsman**

The Commission for Local Administration, which runs the Local Government and Social Care Ombudsman (LGO), was set up under the Local Government Act 1974 (amended in 2007). The LGO is appointed by Her Majesty the Queen. The LGO has the same powers as the High Court to obtain documents, and although the LGO's decisions cannot be appealed, they can be challenged in the High Court on a point of law. The LGO may make recommendations relating to the complaint, but the LGO has no powers to enforce any action. The findings of the LGO are published, but the people in the report are not identified, and the LGO has discretion not to publish in certain circumstances. Findings are published no earlier than three months after the date of the decision.

Elected Members and members of the public can inspect the reports of the LGO on the Local Government Ombudsman website, along with information about how this service operates at: <http://www.lgo.org.uk/>

### **D. Freedom of Information Act 2000 and the Environmental Information Regulations 2004**

The aim of this Act is to encourage more open and accountable government by establishing a statutory general right of access to official records and information held by public authorities.

The public has the right under the Freedom of Information Act 2000 to request, in writing, information held by the Authority. The Environmental Information Regulations 2004 enables the public to make requests (not necessarily in writing) for information. East Sussex Fire & Rescue Service has a history of openness in terms of providing information to whoever seeks it. Provided the rights of the individual employee or service user are protected, and personal information is not disclosed, we should be able to respond to all reasonable requests.

The Freedom of Information Act requires all organisations to adopt and maintain a publication scheme that sets out key corporate documents that are available on request. The East Sussex Fire Authority publication scheme has been adopted and is published on our website at: <http://www.esfrs.org/freedomOfInformation/>.

The Information Commissioner's Office (ICO) is an independent authority set up to uphold information rights in the public interest, promoting openness by public bodies and data privacy for individuals. In addition to providing guidance to organisations and the public, the ICO works closely with the Ministry of Justice and can take action against organisations who fail to comply with the requirements of the relevant legislation and guidance, including the Data Protection Act, Environmental Information Regulations and Freedom of Information Act. The ICO's action can include, amongst other things, issuing enforcement notices, criminal prosecutions against individuals and organisations, and imposing fines, which can be substantial.

Information on the Freedom of Information Act is available on the Information Commissioner's website at: [www.ico.org.uk](http://www.ico.org.uk)

Members are reminded that information held by them in their capacity as a Member of the Authority would be disclosable under the Freedom of Information Act, (subject to it not being personal data or confidential data), and Members are asked to appropriately destroy data as soon as possible. Further information and assistance with destroying documents can be obtained from Democratic Services.

#### **E. Additional Rights of Elected Members**

Elected Members of the Authority may have rights under common law to inspect such documents held by the Authority as are reasonably necessary for them to perform their duties.

Additionally, the following rights are given to elected Members:

- i. Any document in the possession or under the control of the Authority which contains material relating to any business to be transacted at a meeting is open to inspection by a Member of the Authority subject to (ii) below:
- ii. Where a document discloses certain specified categories of exempt information it need not be open to inspection by a Member. These categories relate mainly to personal information relating to crime or legal proceedings, or matters concerned with negotiations or industrial relations.

A Member must have good reasons for access. Generally, when a Member of the Fire Authority needs access, membership of the Authority will give him or her a good reason for access to all ESFRS records irrespective of their categorisation, but subject to the preservation of confidentiality by the Member. In other respects, the entitlement of Councillors to access is the same as that of ordinary members of the public. Councillors do not have the right to a “roving commission” to go through ESFRS records. Information is provided on a ‘need to know’ basis.

Members are also referred to Standing Order 34 (Inspection of Documents). Members can make application to the Monitoring Officer to inspect any document that has been considered by a Panel of the Authority so long as it is for the purpose of carrying out their duty as a Member.

Members should not knowingly inspect or ask for documents relating to a matter in which they have a disclosable pecuniary interest or any other interest required to be disclosed under the Authority’s Code of Conduct for Members.

#### **F. GDPR & Data Protection Act 2018**

Personal data is subject to the Data Protection Act 2018. Personal data includes any information about a living identifiable individual, including their name, address, phone number, E-Mail address, and any other information about the individual. Any organisation holding paper or electronic data that relates to identifiable living individuals must comply with the legislation. This will include data held by Members.

Personal data is subject to the Data Protection Act 2018. Personal data includes any information about a living identifiable individual, including their name, address, phone number, E-Mail address, and any other information about the individual. Any organisation holding paper or electronic data that relates to identifiable living individuals must comply with the legislation. This will include data held by Members.

Members must ensure that they do not retain any personal data about individuals either in paper or electronic form any longer than is necessary, and must ensure that they do not release any information about individuals. Further information about the implementation of the GDPR & Data Protection Act can be obtained from the DCFO. Democratic Services can assist with the destruction of documents.

Information on the GDPR & Data Protection Act is available on the Information Commissioner’s website at: [www.ico.org.uk](http://www.ico.org.uk)

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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