

**MINUTES**  
**POLICE, FIRE AND CRIME COMMISSIONER FOR ESSEX AND**  
**ESSEX COUNTY FIRE & RESCUE SERVICE**  
**STRATEGIC BOARD**

**14.00 – 16.30**

**7 December 2022**

**Via Microsoft Teams**

**Present:**

Roger Hirst (RH)	Police, Fire and Crime Commissioner (Chair)
Pippa Brent-Isherwood	Chief Executive Officer, PFCC's office
Rick Hylton	Chief Fire Officer, ECFRS
Karl Edwards (KE)	Director of Corporate Services, ECFRS
Colette Black (CB)	Director of People Services, ECFRS
Neil Cross (NC)	Chief Finance Officer, ECFRS
Emily Cheyne (EC)	Assistant Director Communications, ECFRS
Janet Perry (JP)	Strategic Head of Performance and Resources, PFCC's office
Jo Thornicroft (JT)	Head of Performance and Scrutiny (Fire), PFCC's office (to join later in the meeting)
Christine Butler	Minutes, PFCC's office
Emilija Juseviciute	Observer

**Apologies:**

Moira Bruin (MB)	Deputy Chief Fire Officer, ECFRS
Chris Parker	Assistant Chief Fire Officer, Director of Operations, ECFRS
Jane Gardner (JG)	Deputy Police, Fire and Crime Commissioner

**1 Welcome and apologies**

RH welcomed everyone to the meeting and noted apologies.

**2 Minutes of the previous meeting and any matters arising**

RH asked if there were any comments on the previous Minutes for either the Strategic Board meeting on 7<sup>th</sup> September or the Extraordinary Strategic Board meeting on the 29<sup>th</sup> of September for accuracy.

2.1 CB apologies to be noted on 29<sup>th</sup> September Strategic Board Minutes.

2.2 CB referred to Section 10.4 of the Strategic Board Minutes there are a couple of typos regarding protected characteristics. Section 10.4 : *DH asked for clarification on the social economic section. CB explained that much of the conversation that took place with AFSA in the workshops was about not focussing the objective on any demographic group but rather talk about the mobility across all groups when you reach a protected characteristics around ages, ethnicity sexual orientation etc. DH asked what the outcome was and the positive change that was being made. CB said that an example around ECC to the changes to those particular care leavers etc and use our influence to make a difference to those mainly for support with a regard to a community based placement working with the partnership board.*

Any matters rising from the Minutes of for either the Strategic Board meeting on 7<sup>th</sup> September or the Extraordinary Strategic Board meeting on the 29<sup>th</sup> September, which are not covered in this Agenda, the Action Log or the Forward Plan.

- 2.3 CB referred to the 29<sup>th</sup> September at the Strategic Board under section 2.5, the statement “unable to pay firefighters” and suggested that this be softened that to say “in the context of current pay discussions at a time when the pay award is being discussed”

Minutes from both the Strategic Board meeting on 7<sup>th</sup> September or the Extraordinary Strategic Board meeting on the 29<sup>th</sup> September were agreed subject to the changes above.

### **3. Action Log**

JP took the Board through the action log

- 35/22 Fire Legal Network - PBI to share the findings of the report re Immediate detriment which has yet to be received. PBI will share when it appears. Close
- 38/22 ECFRS Anti-Fraud and Bribery Policy - Janet is working with EP on this once this is finished then work can be undertaken on the ECFRS version. Collaborative training took place, and the policy is still to be updated in co-ordination with EP - EP will go to the December JAC, ECFRS to be completed by the next Strategic Board in March 2023 ready to go to the Audit Committee. To be updated on the Forward Plan. Open
- 41/22 CIPFA FM Code Assessment - NC to investigate obtaining an external quality mark this is ongoing. There is an internal audit on the FM Code external quality mark, and this is still being explored and to be reviewed at the next Strategic Board meeting. Open
- 48/22 Fire Finance System Collaboration - JP & RH to discuss any potential collaboration with Essex police. NC suggested a separate catch up with JP on this. JP suggested a Letter of Commitment of there being a joint system over the next couple of years. NC a decision sheet is currently being compiled; this will be coming through in the next few days. Open
- 49/22 Funding for the Protection Update and Building Safety Bill can be amalgamated into one item Building Safety Regulator which JTh is to add to the December Forward Plan. This is on this meeting's Agenda. Close
- 50/22 RH would tidy up the Annual Plan to reflect the outcomes/details and timescales from the HMICFRS Inspection. PBI believed that this was to inform the paper for the PFCP and this is going to the Panel 08.12. Close
- 51/22 CP to work on the revised Strategic Assessment of Risk providing transparency in readiness for September 23 for input into RH's manifesto for the 24/28 election. CP said that an Update has been sent, and the work is part of the new CRMP that MB is leading on and part of that larger piece of work. Close.
- 52/22 CB to arrange for the Approve Public Sector Equality Duty Objectives to be rewritten in plain English. CB confirmed that this has been updated. Close
- 53/22 RH asked for the plain English recommendations in the Approve Public Sector Equality Duty Objectives will also need to be reflected in the Decision Sheet. CB will finalise this and work with EC's team and resubmit the Decision Sheet. Decision sheet has been received by PFCC. Close
- 54/22 CB to bring a baseline to P&R regarding monitoring the progress against the duty going forward. CB to agree timing with JTh to see what the metrics. This can be seen through the Annual Quality Compliance Report Due in March 2023. JTh/DH/CB meeting on 15.12 to draft the metrics to come back to the March Board meeting. Open
- 55/22 KE to clarify the request finish the Decision sheet for RH to sign off £250,000 to scope the Whole Time station modernisation project. This has been completed. Close
- 56/22 KE to change the wording in the document/decision sheet to reflect the change from MTFP to MTFSS. This has been completed. Close
- 57/22 Outline business case for Training Facilities, the Decision sheet is being amended and resubmitted. Close.
- 58/22 Fleet workshops alignment of papers with EP. This has been completed. Close.
- 59/22 Fleet workshops/communications, EC spoken to Darren Horsman after the last Strategic Board, it was agreed that at the next stage the engagement stakeholders and external stakeholders would be involved but the timing was not right for 2022. This issue is ongoing. Close.

#### **4. Forward Plan**

4.1 There were not any changes to the Forward Plan.

#### **5. 2023/24 Proposed Budget - Inc MTFs**

NC talked through the highlights to include: -

5.1 Proposal for Precept is usually presented but due to the levels of uncertainty this year and the budget built that we currently have, the Service are looking to provide an update at this meeting and once the outcome is known of the Local Government Finance Settlement, which is due to be published on the 21<sup>st</sup> of December (to be confirmed), it is proposed to have a final Extraordinary Strategic Board meeting possibly for January for the final proposal.

5.2 There has been a lot of engagement over the last few months regarding the financial position and the budget build with work continuing over the last couple of years for the Service to get itself in a position that there is a balanced budget without using general reserves. The current challenges of the budget position shows a budget deficit of £2.4m.

5.3 Some of the key points of the budget position are:

- Funding – in terms of Precept this includes a 1.91% increase, this figure needs to be divisible by 9 when setting the tax bands.
- The latest estimate of the tax base provided by the Districts - the Districts is showing a 1.3% increase in the tax base, the Precept funding is increased by £1.6m which is £900k from the Precept increase and £700k from the Council Tax base. ECFRS have aligned the tax base with Essex Police to ensure they are synced and declaring consistent numbers.
- Government Grants in 2022/23 there is a one off Services Grant of £1.1m which also included the National Employers National Insurance increase, which was effective from 1<sup>st</sup> April 2022, for one year only. This has not been included in this and from 1<sup>st</sup> November 2022 the NI increase has been revoked. This was funded from Grant Funding and so no bottom line impact.
- Referring to Pay Assumptions, there are three main points being impacts from 22/23 £.5m relating to the Green Book pay award. Pressure of £1.2m relating to the 5% Grey book offer which has been rejected, has been kept within the assumptions and if any final settlement was to deviate from this, there would be a budgetary impact. In 2023/24 there is a £1.2m pressure that relates to a 2% pay assumption that ECFRS have included.

5.4 Referring to the Budget Summary v Prior Year Budget Table: -

- Referring to Whole Time Costs, given the magnitude of the pay awards, an increase can be seen in the core pay costs which have only increased by £.5m,
- The pay pressure accounts for £1.6m but there is £1m which has been removed from that budget, £0.5m relates to savings in Employers NI and also £0.5m for budgeted for Grey Book Protection posts but they were recruited under Green book terms and conditions. The costs come out of Whole Time and the pressure of costs will be transferred to the support staff costs.
- In support staff costs there is a significant jump of £1.3m in relation to pay awards and a £600k pay pressure in terms of LGPS Pension Scheme. In the last three years the pension scheme has had a deficit and ECFRS has had to pay additional one off contribution each year of approx. £400k from the Reserves. In the latest valuations there continues to be a deficit in that scheme with a one off contribution needed of £400k, this has been included within the base costs along with a slight adjustment to the employer's contribution levels and ultimately would mean £600k of additional support costs for next year.
- Control has investment for 5 posts to provide resilience and support, with the introduction of the mobilization system in 2023, this is funded by Reserves and there

will be a business case submitted in due course looking at what the future structure of Control looks like.

- There has been an increase in On-Call costs of £1m, due to training requirements, pay pressures and adjustment to one of the budget assumptions which have caused a £200k impact where the budget last year was below riding levels.

5.5 Regarding non-pay costs the emphasis has been on reducing costs and there are some pressures around utilities and additional pressures regarding the IT contract although savings have been made to reduce the Capital Finance Charge down by £400k by tightening up the Capital Receipts reserve

5.6 The accumulative deficit within the MTFs is currently £9m. Savings are now identified in year savings. These align with the Productivity and Efficiency Board where trackers are in place to track savings, efficiencies, cashable savings etc.

**60/22 NC will bring a Quarterly update through the Savings and Efficiency Group to P&R.**

5.7 The Capital Budget shows some of the bigger projects for next year such as the Control Project, the Training Facilities, and Fleet workshops, cost estimates will be updated as the Business Case is worked through. The Capital Budget has worked through with the Capital Finance Charge it enables a £400k non-pay saving for the next two years.

5.8 Regarding the Reserves, taking into account the deficit in the current year, that would leave us with a General Reserve of £3m, this could be funded through the General Reserve, but this would leave the reserve at a very low level and not in a desirable position.

5.9 In Terms of Earmarked Reserves, £2.2m has been set aside. £1.1m is in relation to innovation and transformation mainly for upgrading stations and upgrade of IT systems HR & L&D.

5.10 Capital Receipts Reserve is based on the Capital Programme, it takes a number of years to utilise the funds down to a total of £1.9m, but there is some capacity for additional Capital Projects if needed.

5.11 In the pending Local Government Finance Settlement, the finance team are looking for reset flexibility, confirmation of grants, NNDR update to the settlement and unexpected funding.

5.12 Regarding the Tax based movement, £663 is aligned with the EP figure, JP added that there was an increase in deficit after the last meeting for the EP, after the alignment they had to reduce their position. NC commented that EP had a higher growth percentage in the tax base than ECFRS.

5.13 RH referred to table 1, gross expenditure is increasing from one year to the next by £3.8m. Understanding the breakdown of £3.8m would be useful for explanation to the panel.

**61/22 NC to produce a cascade of the £3.8 Gross Expenditure showing those clear movements for those figures in table 1 and show the net expansion.**

5.14 NC clarified the investment of staff in the control room, day crew resources and BA trainers and the bulk of the pay movement is pay award assumptions. £1.7 brought forward from 22/23 and £1.2 for the pay pressure for 23/24. RH commented that for the £3.8m increase in Gross Expenditure the public see very little apart from better trained officers and slightly more people in control. RH added that this needs to be explained to the public as to what they are paying for in their council tax and to explain the investment. NC confirmed that there are the costs for the full year of the recruited Protection side, ECFRS are now fully resourced in that area.

5.15 RH commented that it is not easy to reconcile the MTFs as at Dec 2022 to table 1, the tables need to show comparable figures. NC will take away and look at aligning with EP to show consistency but does not want to lose the ability to quote what our cumulative savings and efficiencies are. More information is needed re our opening position and how we get there.

**62/22 NC to take away and try to rework it especially around the cumulative savings position, which is the piece that does not align and look at the tables the link the two and being consistent**

- 5.16 NC said that that we will get additional cash through the finance settlement and the revenue support grants, there may be some additional funding coming through from the Services Grant albeit not it at the same level, although this has not been confirmed.
- 5.17 Regarding the reduction in the government grant, NC said that there has been a slight increase in the business rates section 31 grant and there has been a slight reduction of £100 in filing. The Services Grant is the most significant movement (figure 4). There has been an increase in business rate compensations but a reduction in the business rates collections from the Districts which is not straight income and expenditure related. A further increase is expected when the Local Finance Settlement is announced. There are not many moving parts left in the cost lines but are quite a few moving parts in the funding lines.
- 5.18 RH confirmed that work will be done on the “% pay award for next year and that could be the only moving part that we do need that to give some thought to, RH feels that the “% will not “cut it” next year and there could be industrial action at this time in any event. If there is additional funding due to ECFRS then there is an area that could be explored but at the moment the additional funding would be to close the gap that there is currently. There are contingency plans in place if that funding should not be available or cannot be funded from Reserves.
- 5.19 RH suggested for the future pay increases to think through whether a flat rate scenario of £2k as half of what we are putting in for next year. RH feels that it would be worthy of a discussion although the NJC are against flat rate payments, but the key thing is having the funding and having the higher pay awards than 2%. There followed a conversation on the impact of next year’s pay increase assumptions and the Precept.
- 5.20 RH confirmed that the additional clarity that is needed is what comes out of the funding settlement and the additional clarity need in explaining of what the public gets for the £3.8m increase in the budget this year and the cascade, which needs to be articulated well.

**63/22 RH requested an Extraordinary Strategic Board meeting in January so that this can be brought to that meeting on the back of the announcements between now and Christmas. CHB to organise with Camilla Brandal and get in diaries.**

## **6. Finance System**

- 6.1 NC confirmed that a paper had not been prepared in time for this meeting, but this will be produced shortly following the recent discussions held. A decision sheet will be done regarding the decision to procure. PBI confirmed that the Decision Sheet can be signed off in between time but include it in the next agenda pack as a paper for noting that this has been done.
- 64/22 NC to prepare a decision sheet for the decision to procure the finance system and to supply a paper for noting that this has been done in the next agenda pack.**
- 6.2 JP said that we need pick up the bit alongside around the commitment to join the systems as soon as we can between police and fire and if this can be done at the same time this would be a good action. NC confirmed that the Change Report will reflect this.

## **7. Old Harlow and Next Steps**

- 7.1 KE this was an update items and one of the key strands of the Estates Strategy in terms of how we move forward with enhancing a better estate.
- 7.2 Old Harlow Fire Station is not a popular station in terms of its building and what it has to offer due complexity of size, age and its current state of degradation. The appliance in the bay is an old Dennis appliance which is becoming harder to maintain and service going forward. Although relocation was being explored, the Service has struggled with potential opportunities which have not concluded.
- 7.3 It is the Services desire not to relocate Old Harlow Station out of Old Harlow, but we have been unable to find any other suitable premises in the radius of that location which would not require some significant substantial investment. KE will be visiting Old Harlow to engage with the crews to update them on future intentions that the Service is looking at all options. Old Harlow are keen to see some progress forward as this has been in the pipeline for a long time.
- 7.4 KE confirmed that he felt that the St John Ambulance site next door to the Old Harlow Station was a good solution, from a site perspective it gives everything needed, from a locational

response perspective it is at an optimum location. KE has reservations at this stage was on the basis that the building would not require substantial capital investment for refurbishment of £400k-£500k and unsure at this stage as to what the level of appetite would be for ECFRS to invest in a building that it would not own. KE feels that this is the best cost option and would in his view be the best option and IPA, the current owners were willing to negotiate a position with the Service for a particular term a lease free agreement and would allow the station to stay in the same location. There is currently a 35 year lease on the building, and they would be happy for ECFRS to continue this lease. The cost of refurbishment does not include the cost of taking on the Lease.

7.5 KE said that there were conversations with developers over the consultation of junction 7A which will be the infrastructure prep for links to the Gilston Park development which may impact on Old Harlow Station and Herts FRA are also linked into future developments and S106 Contributions.

**65/22 KE to provide a final paper to provide a comparison if we had a green filled site in this sort of space how much would that cost to building and refurbishing the existing building next to Old Harlow Fire Station over a 35 year useful life to enable it to be justified it to the public.**

## **8. Review of Implementation of the Code of Ethics**

8.1 CB explained the paper provides that update against the implication plan of the Core Code of Ethics and demonstrates that the Service are on track with the majority of actions with the launch, embedding and implementation. It also proposes that that Cultural maturity Model is utilised to think about the effect that the Core Code of Ethics is having on our workforce to assess where we are now i.e., using the engagement survey data together with assessment to see what difference the Core Code of Ethics is making to values and behaviours of our organisation. For this Board it is to know the progress of the implementation and to note the intention to move forward to the Culture Maturity Model.

8.2 CB clarified that the NFCC launched a range of maturity models last year and the service have used these before. The NFCC have not launched a Cultural Maturity Model and ECFRS would be leading the way nationally with that and would be comfortable to be a trail blazer considering our history and our narrative off where we could be culturally and where we are going.

8.3 RH said that the Service need people on the station to understand that this is working and could be quite difficult to explain Cultural Maturity Modelling to a competent Firefighter. CB does not feel that it needs to be explained to the majority of the workforce as this is more of an assessment tool for the Service to know where we are. It is more where it leads to in terms of next step where the Service are a high performance accountable culture as well as reviewing behaviours with the Core Code of Ethics.

8.4 Utilisation of the Cultural Maturity model may take the Service to a place where review those things can be reviewed together to help them sit better together than what they do now. RH said that if we are using a Cultural Maturity Model to explain it to ourselves, we cannot then expect others to understand it unless we explain the model. RH feels that Stations need to understand the benefits of the Code of Ethics. CB confirmed that the maturity models describe to the Service and the workforce that the incremental levels of maturity of the organisation and each level highlights the next level for improvement.

8.5 CB confirmed that the next step would be carrying on implementing the Core Code of Ethics with more training and policy work to be done and steps that are already being articulated separately. With the Cultural Maturity Model, the next step would be to self-assessment work against the model and the first part of that would be to utilise the employment engagement survey free text feedback around culture followed by extensive stakeholder engagement to assess where we currently are against the four levels.

## **JTh joined the meeting at 11.35**

## **9. Assurance Strategy**

CP Talked through this item in the absence of MB

9.1 In the Deputy Chief Officers Recruitment Process a presentation was given to the candidate, and MB gave a thorough process on how she would use this to develop the Service, and this is first part of that on looking at what other FRA's do, good practice, industry standards etc and

moving forward these three lines of defence model and the Strategy is the first part of it. The next part is the framework, but it is about pushing accountability through the organisation. This will enable us to do exactly what we say we are going to do and show that we have done it. The support that the PFCC give ECFRS in terms of Deep Dives, external audits, HMI inspection etc being the third line of defence. If the Strategy is robust and kept in line with the framework, MB will be at the next Strategic Board in the new financial year.

- 9.2 RH said that what we clearly wanted was to stop getting HMI recommendations, but the first test is going to be is it going to offer us the assurance of the implementation of our plan to follow through on the recommendations, how do the principal of the Strategy do that? CP clarified that the principals of the Strategy should outline how we are going to do it and they key is the framework behind it, what the Strategy is saying is that it is for the individual Managers to take accountability for assuring that when they say they have done something, they have done it and we breed that culturally through the organisation.
- 9.3 The second line of defence is using the processes and governance that are in place to ensure that we make sure that there is a process in place to bring items of significant value and importance to those where again we can assure that what has been done has been done.
- 9.4 The third and final line of defence is linking in things i.e internal and external audit, into our assurance processes. Many things in the organisation are done in an ad hoc and not joined up approach and this Strategy will bring it all together.
- 9.5 The Strategy gives us the building blocks in which put the next part i.e., the framework in place. MB now will be taking it forward and embedding that framework, taking it through CIB and Deep Dives which are already plugged into this. The third line of defence needs a little work on how that ties all this together. The framework will do this as a lot of it is in place, but the Strategy will reinforce it moving forward.
- 9.6 RHy feels that currently there is not good assurance across the piece and this Strategy will be the starting point of that. RHy can give assurance to the Board that the Strategy is working as when the Board have updates on items to be done, they will be done, and we will be able to explain those items that are still outstanding. The Service have not been able to give that assurance in the past, we have good operational assurance but not good organisational assurance and that is what this Strategy will help the Service to develop. The PFCC office have an important part to play in our assurance framework as the Service take assurance from the fact that the PFCC has reviewed information and assured itself too. The Strategy will be working when the Service/PFCC feel assured whereas at the moment they don't.

**66/22 Paper to P&R in 6 months giving a review on how the Assurance Strategy has worked and progressed with case studies and worked examples. JTh to look at questions around the assurance.**

## **10. Pension Board Annual Report**

- 10.1 NC said that this sets out the summary of the Annual Report of the Pension Scheme, one of the key performance indicators is the training that has been carried out for the members of that group and some of the training requirements are behind and the modules that need to be carried out, this covers the 21/222 period. We have improved on the post annual report period and appreciate it is not in this paper, but we have made improvements and it is not at 100% but moving forward.
- 10.2 RH commented that when he goes to the National Pensions Strategic Advisory Board, they are often sighting Essex Pensions Board as being where they obtain good feedback from and worked well. The Service are working very hard on the pensions, and it is a minefield insofar as many things could go wrong and is a fairly high risk area. NC added that there is a sector lead running that Pension Team and when we talk about national level we have a good key player and we are trying to add more resilience to continue its development.

## **11. Building Safety Regulator Update**

- 11.1 CP said that there is a caveat to the paper as there was a slight change late last night. The Building Safety Regular was borne out of Grenfell and is part of the HSE, it has three main functions around overseeing the safety standards of buildings that are in scope, helping to encourage more competence in the building sector and also leading the implementation of the new regulatory framework which will take buildings from design, refurbishment to being occupied and so they will be monitored the whole way through the process. This means that in theory all of the buildings will be built to a very high standard and are safe for members of the public.
- 11.2 Buildings will be regulated to different types - those building over 7 stories or 18 metres high, buildings that have 2 residential units attached to them, buildings that are hospital or care homes during their construction.
- 11.3 In relation to what ECFRS have been doing regionally, The Service will be in a strong position as an Authority to support the Building Safety Regulator in the new year. As a region the best approach is the Regional Team which will be comprised of Fire Inspecting officers from a variety of different FRAs around the region and those that were chosen is based around the number of high rises within the County. Essex has a high number of high rises which means that resources will be needed and some other FRA's are also putting resources into this area. The Team within the Eastern Region will be made up of three Inspecting Officers. Once fire Engineer and a team manager.
- 11.4 ECFRS have been asked to provide one level four inspecting officer which is due to be recruited in the new year with a March start date, this is a cost neutral position which is funded but the Service will receive funding to train someone else up to Level Four Inspecting Officer level. The Service were going to provide a Fire Engineer as well but there is one based in Norfolk who is interested in taking on the role.
- 11.5 As part of the national recruitment into these roles, Reed Recruitment is being used who are also doing some further recruitment for ECFRS for further inspecting officers for Essex and that will form part of the succession plan and will be able to utilise some of the funding from the Building Risk Review and the Uplift Fund to over establish the staffing levels. There now is a shortlist of 10 individuals and the Service will be looking to appoint 5 new officers in the new year. All of the individuals are level 3 but this still gives a good base knowledge of Fire Protection and the uplift funding can be utilised to bring them up to level four.
- 11.6 There will be greater scrutiny with the Team in place and there will not be substandard buildings built again. The fact that there is a lot of assurance put into the model of how it will operate i.e. FRAs will not be able to appoint their building control anymore and the Team will do this and it will be independent. The main function is to provide real support to the sector around education and building buildings properly and not see any cuts moving forwards. There will be some teeth behind this Team and they are fairly good in this area of work, there is plenty of money from the government behind this. The cost recovery part is interesting in that we have asked the question that if the Team suddenly start to find lots of problems and we end up having to go through managing through to enforcement are we going to be supported in that area, that is yet to be decided. Funding for the post has been decided but it is evolving every month and is not finalised how the Team is going to operate,
- 11.7 RH agreed that it sounds like the right thing to do, the issue with regional collaborations is often governance. CP confirmed that the governing body for the Team is HSE, they are ultimately accountable and is driven through Protection Police and Reform Unit (PPRU) and the Home Office. Our biggest challenge is how the Service stay connected to that Team as it is national there is even more risk of the Service getting more detached, but one of our officers will be embedded into the Team which gives the Service more opportunity to influence.
- 11.8 RH assumes that a report will need to be done for the HSE on an annual basis and can we request that the report be copied as an information item to our P&R or SLT. CP proposed to feed the paper through to P&R and add to the existing report on local enforcements.
- 11.9 RH commented that the HSE will have the power to direct our resources and this could cause a significant risk impact on our Risk Based Inspection Programme and where we choose to direct our officers and the funding from the Home Office has been forthcoming recognise the new burdens for fire but the funding dries up and is then moved to a cost recovery model and getting that nailed down with the HSE, is something that needs to be worked on early in the relationship



to ensure that we get it right or the Service would find itself in a worse place or losing resource and losing funding at the same time.

**67/22 CP to bring to P&R the HSE annual report as part of the Building Risk Review Local Enforcements Report and, with an interim update to see how the Team is working.**

**68/22 NC referred to the Recharge Model, there is work being undertaken by NFCC on what those rates would be and they published a template on what that would look like and NC will pick this up with CP to review from an Essex standpoint.**

## **12 AOB**

12.1 Decision sheet re Underspend of the refurbishment of the BA Training Suites.

KE commented that this is positive news Story as it is a long standing programme of work. BA chambers refurbishment was split into three phases, phase 1 has been completed, phase 2 is near completion with the outstanding issue of Chelmsford Fire Station chamber doors which needed to imported, and now the Service are wanting to progress to phase 3

Phase 3 is split into 2 functions; the tender has been reviewed for the tender analysis and are ready to award the contract subject to PFCC approval. There is also recognition that on the outset of this programme of works it was estimated at £1.9m and this was exceeded at phase 2 by £261k due to some complex asbestos removal that was unforeseen.

The Service is Seeking approval for recognition that the project has gone over the estimated budget, approval of the tender analysis for the Service to move to Phase 3 and complete the program of works scheduled for May 2023 and agreeing that the revenue cost funding in section 8 of the report to cover the resource aspect required to deliver the rest of phase 2 and phase 3. There was some temporary resource in for this particular programme to allow its completion

RH clarified that ECFRS were asking for a further £261k and is there a chance that this will be exceed. KE said that there may be a risk of further costs as this programme moves into Phase 3 if there are any unexpected issues which will increase costs.

NC confirmed that can afford this course of action and have phased next year's costs into the budget as it is stands for completion.

RH agreed this decision sheet for approval and sign when it is submitted to the PFCC for processing.

12.2 Emily Cheyne would like to join the Strategic meeting on a standing basis. This was agreed. RH asked that there was a variation to the Terms of Reference.

**The meeting ended at 16.10**