

**NON-CONFIDENTIAL MINUTES  
MINUTES OF SENIOR LEADERSHIP TEAM HELD ON 26 APRIL 2023**

**Present:** Dawn Whittaker, Chief Fire Officer  
 Dave Norris, Deputy Chief Fire Officer  
 Mark Matthews, Assistant Chief Fire Officer  
 Duncan Savage, Assistant Director of Resources/Treasurer  
 Hannah Scott-Youlton, Assistant Director of Operational Support & Resilience  
 Matt Lloyd, Assistant Director of Safer Communities  
 Elizabeth Curtis, Communications & Marketing Manager  
 Sue Stanton, Executive Assistant  
 Andrew Cornford, Observer

**Apologies:** Liz Ridley, Assistant Director of Planning & Improvement  
 Julie King, Assistant Director of People Services

		<b>Action</b>
<b>68/23</b>	<p><b>Minutes of the Meeting held 22 March 2023</b></p> <p>The non-confidential minutes of the meeting held on 22 March 2023 were approved as an accurate record.</p>	
<b>69/23</b>	<p><b>Matters Arising</b></p> <p>None.</p>	
<b>70/23</b>	<p><b>Action Points from Matrix</b></p> <p><u>93/22 Direct Entry Update</u> DCFO had attended the DE Service meeting on 18 April 2023 which provided an overview of the recruitment for ESFRS so far. The OD Business Partner would liaise with Jane Cork regarding future support. There had been a good response and each FRS had now met their target of 4 candidates per service. There was a discussion around targeting of messaging to different groups. The FAQs had recently been refreshed and there was a discussion around implementation. Action complete.</p> <p><u>205/22 Employee Engagement Action Plan</u> CMM stated that the roadmap had not yet been launched. Although this would be linked into the wider workforce plan, DCFO would follow up on this particular area outside of the meeting and provide an update for SLT. CMM supplied copies of the draft images.</p> <p><u>29/23 Occupational Health Contract Review</u> ADoPS had prepared a Business Case on the provision of additional healthcare benefits which would be discussed further under agenda item 8. DCFO would also be meeting with providers regarding the contract date. Action complete.</p> <p><u>34/23 Minimum Service Levels Consultation</u> DCFO had prepared and circulated a draft response for SLT to consider this week ahead of the deadline of 3 May 2023. DCFO highlighted the key areas of content which incorporated elements of the NFCC response and view from Rep Bodies. Final responses would be required by 28 April 2023 in order for CFO to review prior to submission.</p> <p><u>52/23 Workplace Visit Feedback – next steps</u> An updated version of presentation would be circulated to SLT when finalised.</p> <p><u>55/23 Digital Fireground</u> This would be considered further in order to define</p>	<p><b>DCFO/ ADoPS May 23</b></p> <p><b>DCFO May 23</b></p> <p><b>CMM May 23</b></p>

	<p>the business need and review incident recording processes. ADoOSR would lead on this and an initial workshop be convened during the summer months, once the new GM was in post. SLT noted the transparency of issues raised within the HMICFRS report and acknowledged the proposed timeline.</p> <p><u>61/23 WhatsApp/Social Media Security</u> In his SRO role, DCFO would follow this up outside of meeting and come back to SLT in May with a definitive answer with regards to guidance, risk and formalised position. It was also agreed that comms would share a message at the appropriate time.</p>	<p><b>ADoOSR Sep 23</b></p> <p><b>DCFO /CMM May 23</b></p>
<b>71/23</b>	<p><b>Revenue and Capital Budget 2022/23 and Capital Programme 2022/23 to 2026/27 Monitoring at Month 12</b></p> <p>ADoR/T and the Finance Manager provided an overview of the current situation and confirmed that the 2022/23 Provisional Outturn would be reported to May SLT.</p> <p>The projected overspend was £388,000 which is an adverse movement of £498,000 since period 10. The Finance Manager provided an overview of the outturn from each Directorate. The Safer Communities overspend of £1.67m was partly due to the pay increase but CFO requested that this be reviewed further in order to provide a breakdown summary of where the money has been spent. It was agreed that an additional report (separate to monthly Revenue and Capital Budget monitoring report) be brought back to SLT in June in order to tie in with the 2023/24 Budget Monitoring Report for Month 2 which would go to Policy &amp; Resources Panel in July.</p> <p>It was agreed that finance would produce an analysis of the 2022/23 Budget Provisional Outturn against the agreed KPIs for both outturn v budget and variance from Month 9 to Month 12 / Provisional Outturn.</p> <p>There was also a discussion around the current process of ill health retirements and the need for a review. It was agreed that this should be picked up within the Internal Audit report. Following an initial meeting with DCFO/ADoR/T/ADoPS/Finance Manager and the Payroll &amp; Pensions Manager, a full report would be brought back to SLT in September showing the analysis and revised process for adoption.</p> <p>The Finance Manager advised that the closing balance for reserves was £15.7m which was down by £3.4m.</p>	<p><b>ADoSC/ ADoR/T Jun 23</b></p> <p><b>ADoR/T Sep 23</b></p>
<b>72/23</b>	<p><b>Call Over</b></p> <p>All the main reports were called over for discussion at the meeting.</p>	
<b>73/23</b>	<p><b>Service Benchmarking Report 2021/22</b></p> <p>ADoP&amp;I presented the Fire Statistics for 2021/22 and comparative benchmarking of ESFRS against its family group in order to provide context to support the Fire Authority's future decision making.</p> <p>Overall, the report provided a good picture in terms of trajectory and performance. ADoSC made a request that future quarterly reports are considered by Assistant Directors before the Assurance Performance Governance Group and prior to going to Panels in order to incorporate the wider context. DCFO also requested that the report provides further analysis in some areas.</p>	

	<p>There was a short discussion around whether ESFRS sat in Family Group 2 or 4 and further clarity on this was requested. CFO also requested mapping of incidents across the quarter and payroll. SLT noted the employee comparisons and in particular the ratio of firefighters to senior managers, which required a minor amendment.</p> <p>SLT considered the results of the report and direction of the Service to any areas of performance not highlighted in the report that it would like to see further investigation into.</p>	
<b>74/23</b>	<p><b>4F BA Update</b></p> <p>ADoOSR and Ops P&amp;P 4F Lead provided a verbal update on the current position and outlined the governance and staff engagement in place together with the key milestones. The procurement timeline for the remainder of this year outlined the service work towards finding a preferred supplier for the best price. BA evaluation and assessments would commence in June 2023.</p> <p>ADoOSR confirmed that she would escalate any issues to SLT going forward, if necessary.</p>	
<b>75/23</b>	<p><b>SLT Forward Plan 2023 and FA/Members Seminar Forward Plan</b></p> <p>SLT noted the forward plans for 2023, which was a useful overview for the coming months.</p> <p>There was a discussion around contaminants and demonstration ahead of the Members Seminar on 3 July at Hove.</p>	
<b>76/23</b>	<p><b>Values and Culture in FRS – gap analysis</b></p> <p>The OD Business Partner provided an overview of the gap analysis summary, following receipt of HMICFRS spotlight report and LFB Culture Report and our attendance at the recent NFCC Culture Conference on 27 March 2023.</p> <p>The 9 recommendations from spotlight report, which need to be completed by June 2023 were highlighted and considered by SLT. CFO had requested that DCFO appoint a SIRO, which was anticipated to be in place by 1 June 2023.</p> <p>The OD Business Partner was requested to bring further details on Crimestoppers and Say So to the next SLT in May. DCFO would provide assistance with regards to the wider processes. The OD Business Partner would also check with Sussex Police regarding their 360-feedback version and speak with FBU Rep Bodies. It was agreed that reporting would also be discussed as part of this item in May in order to include the wider implications for the service.</p>	<b>DCFO May 23</b>
<b>77/23</b>	<p><b>Any Other Business</b></p> <p>None.</p>	
<b>78/23</b>	<p><b>Date of Next Meeting</b></p> <p>The next meeting will be held on 24 May 2023</p>	