

**NON CONFIDENTIAL MINUTES  
MINUTES OF SENIOR LEADERSHIP TEAM HELD ON 19 SEPTEMBER 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  
 Liz Ridley, Assistant Director of Planning & Improvement  
 Julie King, Assistant Director of People Services  
 Matt Lloyd, Assistant Director of Safer Communities  
 Sue Stanton, Executive Assistant  
 Alyson Lumb, Executive Support Officer  
 Doug Marshall, Observer

**Apologies:** Elizabeth Curtis, Communications & Marketing Manager

		Action
163/23	<p><b>Minutes of the Meeting held 22 August 2023</b></p> <p>The non-confidential minutes of the meeting held on 22 August 2023 were approved as an accurate record.</p>	
164/23	<p><b>Matters Arising</b></p> <p>ADoR/T reiterated the need for all reports to reviewed by the Finance Team in advance of being brought to SLT to ensure a full finance appraisal had taken place.</p> <p>DCFO would provide an update for SLT on the outcome of the recent meeting with ESCC regarding the traveller's site based near STC, particularly around clear messaging and risk assessments.</p>	<p><b>DCFO Oct 23</b></p>
165/23	<p><b>Action Points from Matrix</b></p> <p><u>201/22 Primary Authority Scheme Update</u> ADoSC would provide a written summary report for SLT in December, ahead of this being taken to Panels on 18 January 2024. It was noted that the additional post was currently vacant but that agreement to fund for an initial 12 months from the Protection Uplift Grant remained in place.</p> <p><u>10/23 Strategic Workforce Plan</u> The OD Business Partner would aim to meet with each Directorate by October and provide analysis which would be fed into the Workforce Plan and also linked to Tranche 3. ADoPS provided a verbal update noting that a further update against the Workforce Plan would be brought back to SLT in November.</p> <p><u>55/23 Digital Fireground</u> ADoOSR confirmed that an initial workshop had taken place in early September, in order to review the vision, themes and process mapping. A further workshop would take place in October to scope out in the short term, then mid-long term plan. ADoOSR would bring back an update for SLT in December for ongoing visibility.</p> <p><u>91/23 HMICFRS Spotlight Report Update</u> This item would be discussed further under agenda Item 12. Action complete.</p>	<p><b>ADoSC Dec 23</b></p> <p><b>ADoPS Nov 23</b></p> <p><b>ADoOSR Dec 23</b></p>

	<p><u>110/23a Community Risk Management Plan 2025-2030 – Consultation &amp; Approval Timeline (funding gap)</u> This area would be discussed in further detail as part of the DCFO/ACFO planning day on 5 October 2023. Arrangements would be made to brief CFO on the outcomes of this, which was subsequently arranged for 12 October 2023. Action complete.</p> <p><u>145/23 Revenue and Capital Budget 2023/24 and Capital Programme 2023/24 to 2026/27 Monitoring at Month 4</u> ADoSC provided an update around the changes to Day Crewed and checked this with Finance to ensure future forecasting of spend was reflective of current establishment position. Monthly meetings were now in place to ensure ongoing accuracy and a further update would be share with SLT in October. (First half of) action complete.</p> <p><u>148/23 Recruitment of People who have a Criminal Record</u> ADoPS provided an update on the number of colleagues requiring a refresher check, which would be front loaded into first year. Details of the financial plan to ‘smooth out’ the curve from 2024/25 onwards would be discussed via Star Chambers. The financial implications for in-year and a forward look would also be reviewed. A working group had been established to manage DBS checks when they come in. It was anticipated that the plan would be finalised with an update brought back to SLT in November.</p> <p><u>149/23 Procurement of an independent and confidential reporting provider</u> ADoPS had confirmed the Say So funding arrangements of the first year of the independent reporting. The Finance Manager confirmed that funding was available in the workforce transition budget and would move the funds over to the HR budget. A detailed presentation would be provided to SLT in October.</p> <p><u>151/23b Emergency Responders Training Course (overview)</u> This item would be discussed further under agenda Item 12. Action complete.</p> <p><u>153/23 SLT Terms of Reference – Annual Review</u> It was agreed to amend the DMO reference to cover Governance, an overview for the Fire Authority and to seek a legal view if required. SS had updated the Terms of Reference accordingly. Action complete.</p>	<p><b>ADoSC Oct 23</b></p> <p><b>ADoPS Nov 23</b></p> <p><b>ADoPS Oct 23</b></p>
166/23	<p><b>Revenue and Capital Budget 2023/24 and Capital Programme 2023/24 to 2026/27 Monitoring at Month 5</b></p> <p>The Finance Manager provided a verbal update on the latest position and outlined the current pressures, noting that the headline is that the revenue forecast position has increased to a forecasted overspend of £418,000.</p> <p>The main changes from Month 4 were:</p> <ul style="list-style-type: none"> <li>• Safer Communities with an £80,000 pressure caused by wholetime pay, overtime and on-call operational hours, offset by £107,000 underspend in Protection, relating to vacancies not previously reported.</li> <li>• Hydrants - £126,000 pressure based on year to date spend. Further work was being carried out by Richard Moon to review the water providers statutory requirements. It was recommended checking with the DMO. Further details would be included in next months’ budget report.</li> <li>• Occupational Health - £20,000 pressure based on year to date spend. to be followed up with the OH Collaboration Team.</li> </ul> <p>There is an additional slippage of £1.48m on the Estates Capital, which meant there is no requirement to borrow to fund the capital programme this year.</p>	

	<p>The costs for the Royal Albion Hotel fire are now starting to come through, but it is too early to be confident that everything has been picked up. This will be reviewed at P6.</p> <p>ADoSC provided an update on Lewes/Newhaven crewing model. The wider crewing issues are being managed and impact onto overtime costs. This led to a discussion around the impact of ill-health retirements and current sickness.</p> <p>It was noted the On-call 23/24 salary increase had not yet been added to SC budget so was creating a pressure of just over £100K of SC budget. Wholtime pay salary increases, however, have been added to SC budget so the budget reflects the expected salary spend.</p>	
<b>167/23</b>	<p><b>Call Over</b></p> <p>All the main reports were called over for discussion at the meeting.</p>	
<b>168/23</b>	<p><b>MBOS Project Budget Update</b></p> <p>ADoR/T / The Finance Manager updated SLT on the MBOS forecast position, including the expected position now that the decision to go-live had been delayed.</p> <p>The MBOS Project is expected to overspend by £129,000 based on a November 2023 go-live date, with an additional pressure of £100,000 should the go-live date be extended to April 2024.</p> <p>SLT noted the forecast position of the MBOS project budget, including forecast overspend and additional pressure due to a delayed go live and agreed the allocation of funding from the Process Digitisation budget to cover overspend up to £229,000.</p> <p>The next MBOS Programme Board meeting was due to take place on 26 September 2023 where it was expected that a delay to the planned go live on 6 November 2023 would be agreed. Further comms would be produced once a formal decision had been taken.</p>	
<b>169/23</b>	<p><b>Fleet Lifing Review</b></p> <p>ADoOSR introduced the report stating that The Engineering Manager has reviewed the current ESFRS lifing policy for all fleet.</p> <p>The review has identified that there is opportunity to increase the life of our light fleet with little detriment to income from vehicle sales or cost to repair and maintenance.</p> <p>The recommended policy change could see replacement cycles for all light fleet extended - changing from a 7-year replacement cycle to 9 years. The review also assesses if the current lifing policy of heavy fleet is appropriate.</p> <p>SLT discussed the benefits and disbenefits of this option. CFO felt the report would benefit from detailing the approaches of other FRS's including Surrey &amp; WSFRS, which the Engineering Manager would now incorporate into the report.</p>	

	SLT approved that all light fleet is moved to a replacement cycle of 9 years and that the current LGV replacement policy of 14 years for appliances and 15 years for specials should not be changed and is suitable and sufficient subject to the addition of the above being added. The financial impacts would be included in Star Chamber and the capital programme for 2024/25 onwards.	
<b>170/23</b>	<b>Emergency Response Driving</b>  ADoPS provided a verbal update for SLT, following the discussions at the last meeting and confirmed that a written report due was back to SLT in November.	<b>ADoPS Nov 23</b>
<b>171/23</b>	<b>HMICFRS Spotlight Report update</b>  ADoPS provided a verbal update for SLT and noted that of the 35 recommendations, 14 were now complete and the last deadline for FRS's was due in October. Plans were in place to monitor this going forwards, which would be discussed at next the Culture Club for CFO sign off.  360 feedback for all senior leaders by now in place. The second recommendation around feedback requested that CFO's should make sure 360 feedback was also in place for all other senior managers and leaders in service. SLT discussed the impact and costs of potentially including 350 staff at anticipated cost of £26,000 or 30 staff (GM and above) at a cost of £3000-9,000. The options were being considering and would be included in next months' detailed written SLT report.  DCFO commented that what HMICFRS are suggesting would cost the service money and rolling reviews already covered a lot of this, so although this may add value at a higher level, it would also great additional work. It was also noted that this was a recommendation not an action. ADoPS would respond accordingly and in line with the discussions and suggestions made by SLT by outlining how we as a service are approaching it and giving us an opportunity to review and reflect going forwards. It was felt there were a number of products that we use to achieve arguably a richer outcome than a 360 alone would achieve for these levels of management.	<b>ADoPS Oct 23</b>
<b>172/23</b>	<b>SLT Forward Plan 2022 and FA/Members Seminar Forward Plan</b>  SLT noted the forward plans for 2023, which was a useful overview for the coming months.  Updates on the budget, Tranche 3 and the Communication, Consultation and Engagement Strategy Refresh would be on the agenda for Strategic Seminar on 21 September.  DCFO and Cllr Roy Galley would be attending the next HMICRS Chief & Chairs Event 1 November 2023.  Pension and Preston Circus updates would be taken to Policy & Resources on 9 November 2023.  MTFP update, Star Chambers, Fort Road Business Case and a Legal Services Collaboration Agreement would be taken to the Fire Authority on 7 December.  SLT thanked the presenters at the recent Members Seminar which was well	

	attended and well received. There would be a pre-meet with Cllr Roy Galley ahead of next Seminar on 21 November 2023.	
<b>173/23</b>	<b>Any Other Business</b> These were discussed under the confidential section of the minutes.	
<b>174/23</b>	<b>Date of Next Meeting</b> The next meeting will be held on 18 October 2023	