

**NON-CONFIDENTIAL MINUTES  
MINUTES OF SENIOR LEADERSHIP TEAM HELD ON 19 JULY 2023**

**Present:** Dave Norris, Deputy Chief Fire Officer  
Mark Matthews, Assistant Chief Fire Officer  
Duncan Savage, Assistant Director of Resources/Treasurer  
Hannah Scott-Youldon, Assistant Director of Operational Support & Resilience  
Julie King, Assistant Director of People Services  
Matt Lloyd, Assistant Director of Safer Communities  
Sue Stanton, Executive Assistant  
Fleur Wilks, Observer

**Apologies:** Dawn Whittaker, Chief Fire Officer  
Liz Ridley, Assistant Director of Planning & Improvement  
Elizabeth Curtis, Communications & Marketing Manager

		<b>Action</b>
<b>123/23</b>	<p><b>Minutes of the Meeting held 21 June 2023</b></p> <p>The non-confidential minutes of the meeting held on 21 June 2023 were approved as an accurate record.</p>	
<b>124/23</b>	<p><b>Matters Arising</b></p> <p>None.</p>	
<b>125/23</b>	<p><b>Action Points from Matrix</b></p> <p><u>53/23 Unified Comms Roadmap</u> ADoR/T had since advised that this business proposal had been rolled out through the Strategic Change Board and as a result, does not need to come back to SLT, unless additional funding was needed. Action complete.</p> <p><u>109/23 Fireground Radio Channels</u> ADoOSR advised that the change to analogue radios would take place immediately and funding would be taken from the IT budget. This was already progressing although a timeline was currently still awaited from telent. The different matter of servicing and maintenance is being considered and this will flow into Star Chamber with regards to funding bids and a future proposals report would be brought back to SLT in November.</p> <p><u>110/23b Community Risk Management Plan 2025-2030 – Consultation &amp; Approval Timeline (Option 3)</u> This would be discussed under agenda item 12. Action complete.</p>	<p><b>ADoOSR Nov 23</b></p>
<b>126/23</b>	<p><b>Revenue and Capital Budget 2022/23 and Capital Programme 2022/23 to 2026/27 Monitoring at Month 3</b></p> <p>ADoR/T provided a verbal update and stated that the latest version of the monitoring report (with provisional outturn) had been circulated to Members ahead of the Scrutiny &amp; Audit Panel on 20 July 2023. The fundamental figures had not changed but there were minor updates in some areas, the contingency was held within central budget.</p> <p>The MTFP update report was being prepared in advance of the Fire Authority meeting on 7 September 2023. SLT held a broad discussion and gave thought</p>	

	<p>and considered to the wider issues including pay inflation and areas where additional savings could be made as part of the capital programme and future expenditure to deliver savings where possible. DCFO recommended obtaining the consolidated position on establishment at the Establishment Workshop on 24 July 2023, then base these outcomes against a review on agency staff and secondments.</p>	
<b>127/23</b>	<p><b>Call Over</b></p> <p>The following report was not called over, and therefore all recommendations contained within them were agreed:-</p> <ul style="list-style-type: none"> <li>- Debrief Report for Industrial Action Planning</li> </ul>	
<b>128/23</b>	<p><b>Wildfire Provision</b></p> <p>SLT reviewed how ESFRS tackled wildfires following the Summer 2022 wildfires debrief and the fleet provisions and future options of wildfire fighting provisions.</p> <p>Following the Wildfire Review of 2022, the Wildfire Group was formed and detailed with a number of actions to ensure improved prevention, preparedness and response for future wildfires incidents.</p> <p>ADoR/T noted the 'no financial implications' which ADoOSR expanded on with regards to extending the life of the vehicle and overall approach. ADoOSR also gave a summary of the 'Pod' system and identifying crews when the risk of wild fires is high.</p> <p>SLT:</p> <ul style="list-style-type: none"> <li>a) noted that all officers have now received formal refresher training on Wildfires at the Quarter 1 refresher training.</li> <li>b) Approved the keeping and extending the life of one of the five land rovers (specifically the single cab vehicle) marked for disposal, but <u>not</u> invest in refurbishment, only repair and maintenance – no revenue support required.</li> <li>c) noted the current service position and plan for Wildfire.</li> </ul>	
<b>129/23</b>	<p><b>Training Budget Virement 2023/24</b></p> <p>ADoR/T stated that the training budget has previously relied on significant budget variances to achieve the overall budget target. During budget setting for 2023/24, part of this misalignment of budgets was corrected through a two-year transfer of £160,000 from the external training budget to the training centre budget. However, the outturn 2022/23 showed that further budget adjustments are required to align the budget to forecast spend.</p> <p>Finance and Training are proposing a temporary virement of budgets for 2023/24 only. The budget will then be permanently reprofiled after the Service Training Review is complete.</p> <p>ADoPS provided an update from a training perspective and stated there would be a 3-month piece of work, tied in with Finance Team regarding funding via</p>	

	<p>the People Strategy. This would allow for consideration of good practice of other services or organisations. DCFO suggested contacting Teeside regarding their own commercial model, which ADoPS would follow up and maintain pace. The Finance Business Partner highlighted the detailed breakdown of all budget virements and the 2 main adjustments being proposed.</p> <p>SLT approved the temporary budget virement and would review the draft plan when available.</p>	
130/23	<p><b>Debrief Report for Industrial Action Planning</b></p> <p>ADoSC advised SLT that this report capitalises on the learnings following an internal review of Service preparations, in respect to a potential period of Industrial Action by the Fire Brigades Union.</p> <p>The Service undertakes 'Resilience Planning' which enables it to provide a limited emergency response, protection and prevention services at time of industrial action. The main challenge is in providing an emergency response as only limited personnel are available to ride fire appliances, plus these appliances are required to be based away from the Service's estate.</p> <p>To enable a response an agreement is reached with the Military Joint Regional Liaison Officer (JRLO) which allows use of the local military estate in East Sussex and Brighton &amp; Hove.</p> <p>The proposed improvements listed in 6.1 be implemented and monitored through the Resilience Group (RG).</p> <ol style="list-style-type: none"> <li>1. Consideration should be given to delivering a future EMT exercise and should form part of the planning going forward.</li> <li>2. Quarterly Resilience Meetings chaired by ACFO to be booked as part of business as usual to feed into the wider Business Continuity Planning Group.</li> <li>3. Ensure the level of responding to 'Major Loss of Staff' readiness (CR6 on the Corporate Risk Register) is monitored through RG including any known timelines.</li> <li>4. There will be a minimum level of competency maintained to support our business continuity plan for 'Major Loss of Staff'. Annual training plan to be agreed for all Officers. The final training programme also needs to be agreed together with the delivery mechanism.</li> <li>5. Review the Service's arrangements following any updates to the NFCC Standard Operating Procedures.</li> <li>6. Feed in the Service's industrial action learnings to wider LRF partners.</li> <li>7. Cost the current Industrial Action Plan and provide indicative summary of the financial impacts.</li> <li>8. Seek provisional agreement in principle for the Service's protocols with rep bodies.</li> <li>9. Review the Joint Fire Control (JFC) agreed Pre-Determined Attendance protocol annually as part of business as usual.</li> <li>10. Seek reassurance from Surrey Fire &amp; Rescue Service that the planned exercising of staff outages within JFC are taking place.</li> <li>11. Ensure the Service is involved in the annual tri-service exercises in relation to staff outage at JFC.</li> <li>12. Ensure all Duty Officers have attended JFC and have been familiarised with the Operations Room.</li> <li>13. Review impacts of the possible introduction of the Home Office</li> </ol>	

	<p>'Minimum Service Level Agreement' bill.</p> <p>DCFO thanked those involved with this piece of work and was confident of the organisations response to provide an adequate level of protection should Industrial Action have gone ahead and would use this model going forwards.</p>	
131/23	<p><b>Updated Community Risk Management Plan 2025-2030 - Consultation and Approval timeline</b></p> <p>ACFO provided SLT with an update to the development and approval timetable for the next Community Risk Management Plan.</p> <p>The development and consultation timetable has now been extended to provide further time to develop the next CRMP and to allow for any implications arising from possible changes to the political landscape due to the general election and what that might mean for the Service.</p> <p>SLT considered options 3, 4 and 5 together with the political timeframes and were content to agree Option 4. ADoR/T clarified the position of the £38,000 bid and confirmed that although there was £150,000 available and some would be used for sourcing BA, this still needed to be finalised.</p> <p>SLT agreed to await CFO's agreement before formally recommending to Members, for discussion with the Chairman of the Fire Authority. SLT noted:</p> <ol style="list-style-type: none"> <li>1. the development and approval timelines associated with the development of the next Community Risk Management Plan.</li> <li>2. that the timeline has been extended further to provide more time to develop the next CRMP and to allow for any implications arising from possible changes to the political landscape due to the general election and what that might mean for the Service.</li> <li>3. that the project resourcing of the next CRMP is yet to be decided and discussions are being held and any relevant bids will be made at the Star Chamber in September.</li> </ol>	
132/23	<p><b>SLT Terms of Reference – Annual Review</b></p> <p>SLT agreed to review the current Terms of Reference at the next meeting in August.</p>	
133/23	<p><b>SLT Forward Plan 2022 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 short discussion over the topics of the forthcoming Strategic Seminar on 25 July 2023 and also the cancellation of the next Managers Seminar.</p> <p>Some amendments were also made to future seminar topics as follows:  Environmental &amp; Sustainability Operating Preparations – title amended as requested by DCFO  Members Workshop on service culture would be arranged  Commercial Fire Training Demo – this would be allocated to ADoPS only  Protection - Key Areas of service – title amended as requested by ADoSC</p>	

134/23	<p><b>Any Other Business</b></p> <p><u>NFCC CFO's call</u> DCFO provided update on the recent BT software issue and noted that the White paper not due to be released this side of the summer.</p> <p><u>NHS England</u> ADoOSR had met with Emma Williams SECAmb regarding the Winter Preparedness report, and raised the question within it around 'What would you want your fire service to do for you?'</p> <p><u>Additional funding BSR</u> ADoR/T provided an update on the use of grant and recommended being cautious at a national level.</p> <p><u>Estates Capital Programme Update</u> The Estates Manager provided an update on the issues and options of the Capital Budget and cost plans in relation to Preston Circus. Live fire training and multi-purpose training hubs were mentioned, ADoPS would provide a further update on the latter to SLT in November. ADoSC would set up working group in liaison with Estates to address the issues highlighted.</p> <p><u>Royal Albion Hotel Fire update following EMT</u> ADoSC provided an update, stating that crews were once again on the scene checking for hotspots, despite receiving the stop message with all persons accounted for. The demolition of the unsafe parts was due to take place today but the plan had recently been revised due to the unsafe structure and crews would be on site regularly going forwards. Handover to the responsible person had been carried out in order to continue mitigation works. 'Thank you' comms was also complete and ESFRS had worked with local businesses on revising the capacity of visitors in order for them to remain open and operate safely. The post-Fire Safety inspection would take place on 21 July 2023. Work continues and the service would pick up any other issues following the receipt of that. ADoR/T confirmed that FRIC has already been advised of the major incident. The post Incident Review had been received and the main issues highlighted were; decontamination, on-site welfare and resources, which would be picked up as part of the de-brief in September.</p>	<p><b>ADoPS Nov 23</b></p>
135/23	<p><b>Date of Next Meeting</b></p> <p>The next meeting will be held on 22 August 2023</p>	