

**NON CONFIDENTIAL MINUTES**  
**MINUTES OF SENIOR LEADERSHIP TEAM HELD ON 21 JUNE 2023**

**Present:** Mark Matthews, Assistant Chief Fire Officer  
Duncan Savage, Assistant Director of Resources/Treasurer  
Hannah Scott-Youldon, 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  
Elizabeth Curtis, Communications & Marketing Manager  
Sue Stanton, Executive Assistant  
Alyson Lumb, Executive Support Officer  
Kaye Lax, Observer

**Apologies:** Dawn Whittaker, Chief Fire Officer  
Dave Norris, Deputy Chief Fire Officer

		<b>Action</b>
<b>103/23</b>	<p><b>Minutes of the Meeting held 24 May 2023</b></p> <p>The non-confidential minutes of the meeting held on 24 May 2023 were approved as an accurate record, following further clarification on action ref 91/23.</p>	
<b>104/23</b>	<p><b>Matters Arising</b></p> <p>None.</p>	
<b>105/23</b>	<p><b>Action Points from Matrix</b></p> <p><u>205/22 Employee Engagement Action Plan</u> ADoPS confirmed that the roadmap would include a support package with toolkit and comms plan and be re-prioritisation from the original plan so that it was in-line with the Spotlight report. This would be approached in sections going forward. Action complete.</p> <p><u>10/23 Strategic Workforce Plan</u> The OD Business Partner would aim to meet with each Directorate by September and provide analysis which would be fed into the Workforce Plan and also linked to Tranche 3. An update against the Workforce Plan would be brought back to SLT in September.</p> <p><u>30/23 Joint Fire Control (JFC) Key Performance Indicator Review (Year 1)</u> The report would be taken to the Scrutiny &amp; Audit Panel on 20 July 2023. Action complete.</p> <p><u>31/23 CRM Project Update</u> ACFO provided an update and noted that although the project currently had £85,000 unspent, in order to complete the areas identified, an additional £160,000 would be required. Further work would take place to review the critical actions, finalise the costings based on these adjustments and seek to use any unspent Protection grant funding to support the shortfall. The update report would be taken to the CRM Project Board in September for decision then be presented to SLT in October.</p> <p><u>53/33 Unified Comms Roadmap</u> ADoR/T advised that there would be an update presented to SLT on the latest MS Roadmap in July which would address these outstanding issues.</p>	<p><b>ADoPS Sep 23</b></p> <p><b>ACFO Oct 23</b></p> <p><b>ADoR/T Jul 23</b></p>

	<p><u>71/23a Revenue and Capital Budget 2022/23 and Capital Programme 2022/23 to 2026/27 Monitoring at Month 12 (Safer Community budget) Combined with 88/23.</u> This would be discussed further under agenda item 4. Action complete.</p> <p><u>88/23 Revenue and Capital Budget 2022/23 and Capital Programme 2022/23 to 2026/27 Monitoring – Provisional Outturn (Safer Community) Combined with 71/23a.</u> This would be discussed further under agenda item 4. Action complete.</p>	
106/23	<p><b>Safer Communities Provisional Outturn 2022/23 Pressures and Mitigations – interim analysis</b></p> <p>ADoSC reported on the Safer Communities 2022/23 provisional outturn and review the impact of pressures on 2023/24 revenue budget. This position was down to a number of overspends and underspends across the directorate and a multi-directorate action plan was now needed in order for the recommendations to be reviewed by SLT and to enable continuous analysis and closer monitoring.</p> <p>The main overspends included:</p> <ul style="list-style-type: none"> <li>• Pay awards (£820,300)</li> <li>• Wholetime over-establishment (Fixed Term Contracts) (£672,600)</li> <li>• Wholetime overtime (£341,000) noting budget had reduced to £118K from around £400K and will need reconciling</li> <li>• IRMP Delayed Savings (£252,000)</li> <li>• Fire Cadets (£58,800)</li> <li>• CRM Delayed Savings (£56,900)</li> </ul> <p>These were offset by underspends including:</p> <ul style="list-style-type: none"> <li>• On-call Pay (£107,000)</li> </ul> <p>ADoP&amp;I sought clarity around the timing of On-Call Support Officer savings and broader matters and it was noted this would be included within the action plan that will detail comprehension the steps that need to be taken to mitigate future budget pressures. The action plan will be split into short/medium and long term areas and the need to finalise the number of in year pressures was also acknowledged.</p> <p>The report makes a number of recommendations to mitigate against ongoing pressure in future years. SLT noted:</p> <ol style="list-style-type: none"> <li>(i) the Safer Communities 2022/23 provisional outturn and areas of overspend/underspend</li> <li>(ii) the mitigations put in place for 2023/24</li> <li>(iii) work will continue to analyse a number of areas within the 2022/23 overspend and to track spend and its drivers on an ongoing basis</li> </ol> <p>SLT felt that the action plan needed to be developed to ensure that these pressures are actively managed and as far as possible minimised in future years and include appropriate Comms. The action plan was added to the recommendations and the plan is to be brought back to SLT in August together with finalised figures for the forecasted Safer Communities spend for 23/24. ADoSC would also provide a narrative for HSV for the APGG meeting in August, ahead of the Fire Authority meeting on 7 September 2023.</p>	<p><b>ADoSC Aug 23</b></p>
107/23	<p><b>Revenue and Capital Budget 2022/23 and Capital Programme 2022/23 to 2026/27 Monitoring at Month 2</b></p>	

	<p>ADoR/T reported on the findings of the Month 2 monitoring undertaken on the Revenue and Capital Budget 2023/24 and Capital Programme 2023/24 to 2027/28.</p> <p>A net revenue overspend to the sum of £164,000 has been identified, this is due to the following pressures:</p> <ul style="list-style-type: none"> <li>• Wholetime pay (FTCs) and overtime within Groups £1,000,000</li> <li>• Wholetime pay award pressure (£390,000)</li> <li>• CRM savings (£104,000)</li> <li>• Payroll posts due to budget error (£98,000)</li> <li>• Firelink (£65,000)</li> <li>• Engineering overspend (£54,000)</li> </ul> <p>These are offset by:</p> <ul style="list-style-type: none"> <li>• Corporate contingency (£533,000)</li> <li>• Treasury Management income (£450,000)</li> <li>• Additional funding (£220,000)</li> <li>• Wholetime Recruitment (£175,000)</li> <li>• Utilities (£120,000)</li> <li>• Communications vacancies (£86,000)</li> </ul> <p>The Capital Strategy has been increased to £28,793,000 to include slippage of £975,000 and allocation of spend in advance of £462,000 from 2022/23.</p> <p>The current year Capital Budget was approved by the Fire Authority at £8,421,000 and updated to £8,934,000 (Property £5,665,000 and Fleet and Equipment £3,279,000) including slippage of £975,000 brought forward from 2022/23, allocation of spend in advance of £462,000 from 2022/23.</p> <p>The position on reserves shows an opening balance of £14,460,00. The forecast net drawdown from reserves is £7,147,000, a reduction of £146,000 compared to the planned drawdown of £7,293,000. This results in an estimated closing balance of £7,313,000.</p> <p>ADoOSR provided an update on the Engineering budget where an overspend of £54,000 is expected. This would be re-aligned within the budget in order to review the life expectancy of vehicles. ADOSR explained the underspend was largely due to the increase in resale price of vehicles that come to end of life, which had resulted in the resale funding being diverted to central budget rather than back to the fleet and equipment revenue budget as the threshold had been exceeded.</p> <p>SLT noted the risks to Revenue Budget and the projected overspend, risks to the Capital Programme, the reduced net forecast drawdown from reserves, grants available and spending plans, together with the monitoring of savings taken in 2023/24; and current year investments and borrowing.</p> <p>SLT approved the recommendation to fund the wholetime pay award pressure of £390,000 from contingency and also to ring-fence forecast underspends on Wholetime Firefighter Recruits Training, utilities and fuel, given the wider pressures on the budget, although the physical funding would remain within the individual budgets for monitoring purposes.</p>	
<b>108/23</b>	<b>Call Over</b>	

	<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>- Internal Audit Annual Report and Opinion for the period 1 April 2022 to 31 March 2023</li> </ul>	
109/23	<p><b>Fireground Radio Channels</b></p> <p>ADoOSR sought approval from SLT to agree the move from using digital channels on the fireground radios to analogue channels as a default position.</p> <p>SLT ratified the Operations Committee recommendations, subject to there being no additional cost implications:</p> <ol style="list-style-type: none"> <li>1) Fireground Radio communications is carried out on a blended approach, <b>with analogue being the default.</b></li> <li>2) If incidents or premises are identified where radio signal boosters are required, then all personnel will be informed of this, and the 'incident' will switch to digital communications. BA crews will need to be fully briefed due to the potential for a reduction in clarity of communications during these incidents.</li> <li>3) That Telent carry out changes to all TAIT radios to upgrade to the improved system functions, as recommended by TAIT.</li> </ol> <p>ADoOSR would provide an update on any cost implications at the next meeting.</p>	<p><b>ADoOSR Jul 23</b></p>
110/23	<p><b>Community Risk Management Plan 2025-2030 – Consultation &amp; Approval Timeline</b></p> <p>SLT considered the timescales of the two approval routes through the Fire Authority meeting timetable for the next Community Risk Management Plan due in 2025.</p> <p>The current integrated risk management plan (IRMP) covers the period 2020-2025. In order to meet the implementation date for the next CRMP 2025-30 of April 2025 the drafting, consultation and approval timeline needs to be considered and approved so that the project timeline and resources can be identified and included in the project documentation and included in the star chamber process as necessary.</p> <p>It should also be noted that the Star Chamber process in 2022 approved funding of £138k for the consultation and communication programme (£38k) and a Group Manager (GM) (£97k) for 12 months to help develop the next CRMP (ie. in the 2023/24 budget). As the development and approval timeline are being considered there is a further financial implication of either £143k or £167k to deliver the CRMP project as it takes into account the two-year period to prepare the CRMP. The project resources required for 2024/25 will form a bid into the Star Chamber process. However, there is a funding gap in terms of project management support of the project for 2023/24 which was not part of last year's Star Chamber bid. ACFO would also consider whether there were opportunities to resource the CRMP as part of business as usual.</p> <p>SLT:</p>	<p><b>ACFO Sep 23</b></p>

	<ol style="list-style-type: none"> <li>1. Noted the development and approval timelines associated with the development of the next Community Risk Management Plan 2025-30.</li> <li>2. Considered both options as set out in the report, noting that option 2 is recommended as it allows the most time to prepare the CRMP.</li> <li>3. Agreed to include an Option 3 which would allow time to deliver the current IRMP, carry out an evaluation and fit within political timescales, acknowledging that the process has become a continuous one rather than distinct IRMP/CRMP's This would be brought back to SLT in July.</li> <li>4. Noted that if Option 2 is agreed that the SLT date in January 2025 will need to be set to enable the FA deadline to be met.</li> <li>5. Noted that further analysis in relation to the timetable has a further financial implication of either £143k for Option 1 and £167k for Option 2. The financial implications arising for next year 2024/25 will be considered during the star chamber process. However, there is a shortfall in this year's budget appertaining to project management and project co-ordinator resources.</li> </ol>	<b>ADoP&amp;I Jul 23</b>
111/23	<p><b>Corporate Risk Register Review Quarter 1 2023-24</b></p> <p>SLT reviewed the Corporate Risk Register Quarter 1 and noted the improved clarity and up to date information contained within this report.</p> <p>It was agreed to remove CR16 - Grenfell Tower Public Inquiry and CR6 - Failure to manage the effects of a major loss of staff event, including through industrial action from the risk register. The latter risk would continue to be monitored and could be escalated back to the CRR depending on the outcome of ballots for industrial action in relation to the Green Book pay offer.</p> <p>SLT agreed to combine CR4, 12 &amp; 14 into a new risk CR18 Workforce Planning. SLT:</p> <ol style="list-style-type: none"> <li>a) agreed the Q1 Corporate Risk Register including changes made since Q4 2022/23;</li> <li>b) agreed the removal of CR16 Grenfell Tower Public Inquiry</li> <li>c) agreed the removal of CR6 Failure to manage the effects of a major loss of staff event, including through industrial action</li> <li>d) agreed the replacement of CR4, CR12 and CR14 into a single risk CR18 Workforce Planning</li> <li>e) did not identify any further information or assurance required from Risk Owners.</li> </ol>	
112/23	<p><b>Internal Audit Annual Report and Opinion for the period 1 April 2022 to 31 March 2023</b></p> <p>The report provided an Opinion on East Sussex Fire Authority's internal control environment and report on the work of Internal Audit for the period 1 April 2022 to 31 March 2023.</p> <p>All key performance indicators for the Internal Audit Service have been met or exceeded during the year with the exception of the target to deliver 90% of the audit plan.</p> <p>SLT noted:</p> <ol style="list-style-type: none"> <li>(i) the Head of Internal Audit's opinion on the Fire Authority's internal control environment for 2022/23</li> <li>(ii) that the outstanding review will need to be finalised by the end of June</li> </ol>	

	(iii) whether the Fire Authority's system for internal audit has proved effective during 2022/23	
<b>113/23</b>	<p><b>Performance Report for Quarter 4 2022</b></p> <p>ADoP&amp;I presented the results of Quarter 4 2022/23 against Quarter 4 2021/22 and the year end results for 2022/23 against the previous year for consideration prior to the report being presented to the Scrutiny and Audit Panel.</p> <p>The year end results for 2022/23 demonstrate an improvement of performance across a number of areas with 21 indicators showing an improvement in performance against the previous year and nine are showing a decline.</p> <p>There was a general discussion over the changes in reporting. ADoP&amp;I recommended that SLT view this through the eyes of new Chair in readiness for next Scrutiny &amp; Audit Panel.</p> <p>SLT:</p> <ol style="list-style-type: none"> <li>1. considered the performance results and progress towards achieving the Service's purpose and commitments.</li> <li>2. considered the performance results and remedial actions that have been taken to address areas of under performance in the Fire Authority's priority areas.</li> <li>3. noted that the report will be considered by the Scrutiny and Audit Panel on 20 July 2023.</li> </ol>	
<b>114/23</b>	<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 around updates for Tranches 3 and 4 and the forthcoming Members Seminar on 3 July 2023 which would be located at Hove Fire Station. An update on Culture and Fort Road would be added to the list for the Members Seminar due to take place on 21 November 2023.</p>	
<b>115/23</b>	<p><b>NFCC Implementation Team Update by Paul Illman and Sam Fairman</b></p> <p>Paul Illman and Sam Fairman introduced themselves and provided SLT with a product overview of how the Implementation Liaison Team can help and support ESFRS in the future.</p> <p>Various types of tools and activities were available including liaison visits, workshops, dashboard, Fire Standards , gap analysis tools and NOG.</p> <p>ADoR/T noted that there was no need for a Finance Fire Standards unless it reinforced the existing legal framework and outlined the reasons as to why he felt this was the case. It was recommended holding a discussion with Joy Flannigan around this.</p> <p>Areas where support could be provided by NFCC going forwards were considered and included Peer Review and sickness absence, culture. SLT would consider this going forwards.</p>	
<b>116/23</b>	<b>Any Other Business</b>	

	None.	
117/23	<b>Date of Next Meeting</b>  The next meeting will be held on 19 July 2023	