

NON CONFIDENTIAL MINUTES
MINUTES OF SENIOR LEADERSHIP TEAM HELD ON 18 SEPTEMBER 2024

Present: Dave Norris, Deputy Chief Fire Officer
 Mark Matthews, Assistant Chief Fire Officer
 Duncan Savage, Assistant Director of Resources/Treasurer
 Hannah Youldon, Assistant Director of Operational Support & Resilience
 Matt Lloyd, Assistant Director of Safer Communities
 Doug Marshall, Assistant Director of People Services
 George O'Reilly, T/Area Manager Protection
 Elizabeth Curtis, Communications & Marketing Manager
 Sue Walsh, Executive Assistant
 Richard Fitzgerald, Observer

Apologies: Dawn Whittaker, Chief Fire Officer

		Action
159/24	<p>Minutes of the Meeting held 22 August 2024</p> <p>The non-confidential minutes of the meeting held on 22 August 2024 were approved as an accurate record</p>	
160/24	<p>Matters Arising</p> <p>None.</p>	
161/24	<p>Action Points from Matrix</p> <p><u>48/24 Introduction of a Work Experience Policy</u> ADoSC confirmed that David Kemp was developing a formal report by way of a manual note, which would be taken to FBU Consultation in due course. This had not yet gone live but ADoSC confirmed that SLT would be informed when this had done so. SLT agreed to remove this as an action. Action complete.</p> <p><u>115/24 Wholetime Recruitment Plans</u> A report would be brought back to SLT in October when the forecasted requirement had been confirmed and the related funding bid had been finalised and further discussions had taken place with Training, HR and Finance.</p> <p><u>128/24a Revenue and Capital Budget 2024/25 and Capital Programme 2024/25 to 2027/28 (Spend Controls)</u> This would be discussed in further detail under agenda item 4. Action complete.</p> <p><u>128/24b Revenue and Capital Budget 2024/25 and Capital Programme 2024/25 to 2027/28 (Projects)</u> PMO had prepared details which had been circulated to SLT. The PMO would be meeting with Assistant Directors in order to work through spend profiles and provide a further update to SLT in October.</p> <p><u>145/24a Revenue and Capital Budget 2024/25 and Capital Programme 2024/25 to 2027/28 Monitoring at Month 4 (Spend Controls)</u> This would be discussed in further detail under agenda item 4. Action complete.</p> <p><u>152/24 SLT Development</u> This would be discussed in further detail under agenda item 17, with the HR&OD Manager. Action complete.</p>	<p>ADoPS Oct 24</p> <p>DCFO Oct 24</p>

162/24	<p>Spend Controls</p> <p>The Finance Manager presented a verbal update on the Spend Control Proposals, which have been developed by the Finance Team in order to begin to cost the associated potential spend reductions.</p> <p>The P4 Budget Monitoring report predicted an overspend in £1.134m, which AD's would be reviewing during October. ADoSC and GM's would work with Finance to ensure that changes in the ways that staffing was being managed were reflected in future forecasts. ADoPS would liaise with the COT Manager to understand the implications of the Service Review of Training outcome and cross directorate impact. Specialist MTA and National Resilience Asset Training would be identified and where appropriate, funding drawn down from the relevant reserve.</p> <p>The Finance BP's would meet with budget managers to review spend forecasts and identify opportunities to reduce planned spend. ADoSR suggested collating conversations with budget managers to include other directorates so that the wider picture was understood.</p> <p>The focus would be on reducing the overspend and reviewing options to address this between now and the next meeting on 15 October 2024. SLT would take the opportunity to take savings on vacancies and in other areas where there is a legitimate underspend, which would help ease the pressure. There was currently £4mill of uncommitted spend across the Service which presented further options.</p> <p>CMM requested that the Comms Team receive details in advance. SLT agreed that impact assessment was required across the whole business, Managers and Teams.</p> <p>The Finance Manager would bring back further details as a Spend Control Update for SLT in October and prepare the budget monitoring report for the FA Panel meetings on 14 November 2024.</p>	ADoR/T Oct 24
163/24	<p>Call Over</p> <p>All the main reports were called over for discussion at the meeting.</p>	
164/24	<p>Procurement Update</p> <p>The Procurement Manager updated SLT on the delivery of the Procurement Strategy and the Category Plans for 2023/24 and set out the priorities for 2024/25. This report is intended to be the first of a regular quarterly report taken through the Assurance Performance & Governance Group (APGG) which would primarily focus on The Savings Tracker and The Procurement Activity Tracker (pipeline, outcomes, pressures and savings).</p> <p>In addition to introducing the document suite which will support Procurement's quarterly reporting, this report will also include a brief summary of the changing macro environment, including the incoming Procurement legislation, the efficiency agenda, NFCC Internal Governance and Assurance Fire Standard and the Fire Procurement and Commercial Standard.</p> <p>KPI's Tier 1 and 2 measures would assist Procurement going forwards.</p>	

	<p>SLT reviewed the legislative changes and timelines for February. The aim was to raise the profile of Procurement and provide necessary training and reduce working in isolation.</p> <p>SLT noted the savings/pressures/activities identified and the proposed quarterly reporting regime and considered if any further information is required. SLT also recommended bringing an annual review report to SLT and also to Scrutiny & Audit Panels.</p>	
165/24	<p>Strategic Performance Report Quarter 1 2024-25</p> <p>The Strategic Performance Report for Quarter 1 2024/25 is structured into four sections.</p> <ol style="list-style-type: none"> 1. Performance at a glance summary. This is a high-level summary of all indicators grouped by those that are achieving their target, those near target, those that are needing improvement, against the tolerances set by service managers. 2. Service Priority Areas. All of the Fire Authority's priority areas are included with a deeper dive into performance that shows the last 12 month rolling monthly performance, the previous year's performance, the last five years quarterly data, the RAG rating and service owner commentary for indicators where performance needs improving. 3. Performance measures needing improvement. This is a deeper dive into performance or those measures that have been classified as needing improvement. 4. Annual Performance Measures and those that are new. There are five performance measures that are reported annually and will be in the 4th quarter annual report. There are three remaining new performance measures to be introduced and systems and processes are being developed and they will be brought on line throughout the year. <p>The Planning & Intelligence Manager highlighted the changes in some areas of the reports since it had been presented to Members at the Panel meetings on 18 July 2024. ADoR/T commented on the data for Number of Accidental Dwelling Fires and Number of Industrial & Commercial Fires and the improvement on AFA's attendance. ADoOSR commented on RIDDOR, and the differing context required for internal meetings against having a more refined commentary for Panels and external use. It was agreed that going forwards, these reports would be prepared with a narrative for external use, but Assistant Directors would include additional detail for APGG/internal context as required.</p> <p>SLT considered the Strategic Performance report and suggested amendments prior to it being considered at the next Scrutiny and Audit Panel and noted the addition of the new AFA KPIs.</p>	
166/24	<p>Mayfield Consultation Focus Group Update</p> <p>The Planning & Intelligence Manager provided feedback on the outcomes and questions which had been received from the recent focus groups. The majority of responders were in favour of Option One which is to invest in Mayfield and continue to focus energies on recruitment of on-call crew. SLT would be making a recommendation to Fire Authority in December following final review</p>	

	<p>of consultation responses, reviewing the risk analysis and considering the forecasted settlement and its impact on the MTFP.</p> <p>CMM outlined the Comms position around the consultation events, the attempts to recruit and recent Have a Go Day events. The IRMP Team will be writing a report for SLT in November, following the 6-week period from ORS, after the closure of the formal consultation on 27 September 2024. It was anticipated that some information would be available earlier than this, which could be used to assist in the crafting of the report. SLT noted caution to consider staff and Members in the run up to this point and recommended a pre-meeting with Members.</p> <p>Any likely objections would be handled by Comms during this timeline in the run up to SLT on 13 November 2024.</p>	<p>ADoSC Nov 24</p>
167/24	<p>Wholetime Recruitment Plans</p> <p>ADoPS provided a verbal update on Wholetime Recruitment Plans, ahead of a written report coming back to SLT in October. This was in response to the previous crewing and establishment issues for wholetime firefighters and response with regards to transfers.</p> <p>During the last recruitment campaign, (2 years ago) not all of the suitable candidates were employed. Having contacted the 15 people who were successful, 7 are eligible and are currently participating in the process to re-engage. They would be fitness tested as part of the On-Call Assessment Day on 15 October 2025 to also undertake an informal interview.</p> <p>SLT discussed the options for in-house training, through FSC or via regional partners but it was agreed that in order to benefit, the Service would need them to commence their training just before or after Christmas. If the recruits were trained in house, this would have an impact to existing training already in place. The cost for training at FSC was £15,000 per person for 8 weeks, but their earliest availability for spaces was March 2025. This would also need to be followed up by consolidated learning in-house. An alternative course could be hosted via Surrey FRS at the end of January, but costs were yet to be determined.</p> <p>ADoR/T reminded SLT that there was no funding for wholetime firefighter training in the current year's budget, but that re-prioritising funding held in the People Strategy Reserve could be considered. ADoR/T also asked that ADoPS consider when further wholetime firefighter training cohorts would be required and what they would cost to inform the Star Chamber process.</p> <p>SLT requested that a fully costed proposal be brought to SLT in October.</p>	<p>ADoPS Oct 24</p>
168/24	<p>Grenfell Tower Inquiry Phase 2 Report</p> <p>T/AMoP and ADoOSR provided a verbal update on the headlines and current national position. SLT considered the points including PEEP, Op Planning and Deployment of Resources.</p> <p>The next steps would be to review the recommendations in detail and create clear actions. It would also be determined if a GT2 Task & Finish Group was required, although envisaged, it was recommended that the approach to monitor the GT2 and the remaining GT1 low risk actions be considered once the action plan has been formulated. Once the plan is completed, clarity on</p>	

	<p>whether there are associated costs would be achieved but early indications are that there are opportunities to deliver the proposed changes within the existing budget through considering the delivery approach.</p> <p>SLT agreed for an overview to be presented to Members for their consideration along with business-as-usual arrangements. This could include preparing for new legislation/guidance processes and tabling at a relevant SRF Delivery Board.</p>	
169/24	<p>MS Roadmap and Records Retention Update</p> <p>Simone Collard, Change Manager, provided an overview of the progress in these areas to date.</p> <p>There would be a similar set of criteria to join up those already using and set up on Sharepoint and the product design, which was expected in October or November.</p> <p>SC would check with the ITG Manager, whether the requirements and criteria of Adoption Ring 3 and association of implementation was in line with the other gateways.</p> <p>The Records Retention Schedule was currently out for consultation and due to conclude on 20 September. There would be an overview of various key elements including locker storage across the sites. Digitisation process and deletion of documents going forwards where also discussed.</p>	
170/24	<p>SLT Forward Plan 2024 and FA/Members Seminar Forward Plan</p> <p>SLT noted the forward plans for 2024, which was a useful overview for the coming months.</p> <p>IRMP Update – this would be taken to S&A Panels in Jan (not Nov) Budget Planning and MTFP were possible items for P&R in Nov</p> <p>Sustainability Action Plan – would move to FA in Feb (not Dec)</p> <p><u>Members Seminar</u></p> <ul style="list-style-type: none"> • 20 November – this would be held at Preston Circus and include the tour of the site and Mayfield only (keeping it to 2 items). Fort Road item could be removed. • 21 January 2025 – An update on Grenfell Tower Phase 2 report would be taken to this seminar instead, along with one other item (still to be confirmed). <p>There was a suggestion of holding a future SLT meeting at Preston Circus, but this would likely happen in the New Year.</p>	
171/24	<p>SLT Development</p> <p>The HR & OD Manager provided a verbal update for SLT on the latest position.</p> <p>There was an overview of the 12 models of the Senior Leader Core Skills in addition to the key elements of the Bitesize Learning and Coaching & Mentoring guidance.</p>	

	The feedback on the 360 feedback was currently awaited, which would then build on the individual and team needs and gap analysis.	
172/24	<p>Efficiency Calculator and Benefits Register</p> <p>SLT would review this for their information and awareness outside of the meeting.</p>	
173/24	<p>Any Other Business</p> <p><u>Invitation to Say So Panel</u> The HR & OD Manager would attend this event on 24 September 2024 as a Panel Member, on behalf of ESFSR.</p> <p><u>Revised modelling</u> SLT considered the need to identify additional savings options beyond those set out in the September Fire Authority report, in order to meet the worst case £3.7m budget gap for 2025/26. SLT agreed to set up a half-day session with GM's and support staff equivalents and to use the format and approach used to identify Tranche 1-4 savings.</p> <p><u>Internal Communications and Feedback Audit</u> Steven Duly, Internal Auditor at ESCC would shortly be undertaking this audit. CMM offered SLT the opportunity to be part of this, if they had not already been approached.</p> <p><u>SLT Development</u> ADoPS referenced an interactive (senior level) workshop session, run by The Fire Fighters Charity on service suicide with may be useful for SLT. ADoPS shared details following the meeting. ADoOSR noted that the next SEORGG session in 2025 would also be based on this topic.</p> <p><u>Regulatory Responsibility for Fire Safety in Police Cells</u> T/AMoP referred to a recent letter received from Peter Holland, Chief Inspector Crown Premises' regarding searching prison cells. The Crown Inspectorate was responsible for this, NFCC guidance was for custody seats only, not prison cells themselves.</p> <p><u>Sprinklers</u> It was noted that the Government had now finished its consultation, and now all new care homes would have sprinklers fitted include those being refurbished.</p> <p><u>NILO/CTU Update</u> This would be follow up in more detail at a future SLT, with a less operational approach.</p>	
174/24	<p>Date of Next Meeting</p> <p>The next meeting will be held on 15 October 2024</p>	