

NON CONFIDENTIAL MINUTES
MINUTES OF SENIOR LEADERSHIP TEAM HELD ON 15 OCTOBER 2024

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
 Doug Marshall, Assistant Director of People Services
 Matt Lloyd, Assistant Director of Safer Communities
 George O'Reilly, T/Area Manager Protection
 Elizabeth Curtis, Communications & Marketing Manager
 Sue Walsh, Executive Assistant
 Alyson Lumb, Executive Support Officer

Apologies: Hannah Youldon, Assistant Director of Operational Support & Resilience

		Action
182/24	<p>Minutes of the Meeting held 18 September 2024</p> <p>The non-confidential minutes of the meeting held on 18 September 2024 were approved as an accurate record.</p>	
183/24	<p>Matters Arising</p> <p>None.</p>	
184/24	<p>Action Points from Matrix</p> <p><u>74/24 Safer Communities Action Plan</u> ADSC stated that this would now form part of the Service Delivery Crewing Plan and would be discussed in further detail under agenda item 4. Action complete.</p> <p><u>115/24 Wholetime Recruitment Plan</u> ADoPS stated that this would be discussed in further detail under agenda item 16. Action complete.</p> <p><u>128/24b Revenue and Capital Budget 2024/25 and Capital Programme 2024/25 to 2027/28 (Projects)</u> The PMO would be meeting with Assistant Directors in order to work through spend profiles with a view to providing a further update at the next Strategic Change Board on 5 November 2024 prior to a formal report being brought to SLT in November.</p> <p><u>132/24 Service Training Centre – Live Burns Options</u> This would be discussed in further detail under agenda item 15. Action complete.</p> <p><u>145/24b Revenue and Capital Budget 2024/25 and Capital Programme 2024/25 to 2027/28 Monitoring at Month 4 (Strategic Review of Training)</u> This would be discussed in further detail under agenda item 17. Action complete.</p> <p><u>162/24 Spend Controls</u> The Finance Manager would bring back further details as a Spend Control Update for SLT in October. This would be discussed in further detail under agenda item 13. Action complete.</p> <p><u>167/24 Wholetime Recruitment Plan</u> SLT had previously requested that a fully costed proposal. This would be discussed in further detail under agenda item 16. Action complete.</p>	<p>DCFO Nov 24</p>

185/24	<p>Safer Communities Budget Monitoring Update at Month P6</p> <p>ADoR/T and the Finance Business Partner provided an overview of the high-level budget monitoring of the Safer Communities Geographical Groups pay budget at P6. In overall terms, the forecast pressure on pay resulting from fixed term contracts and overtime reduced from £0.926m at P4 to £0.638m at P6. However, this was caveated due to the difficulty in accurately forecasting for the remainder of the year given the volatility in FTCs and overtime, and the number of changes in policy and process being implemented.</p> <p>Monitoring the establishment in detail every month continues and the figures demonstrate that there has been a downward trend so far this year, and we are forecasting to be at the budgeted establishment by the end of the year.</p> <p>As at the end of September, there were 24 staff off the run, therefore despite being 6 over establishment there are 16 posts not being covered</p> <p>With 16 posts not being covered within the groups the use of overtime has risen over the summer period and the current forecast assumes that the increase in overtime in August (paid P6) will drop back down in September (P7). Overtime for the remaining 6 months of the year is forecast to be 24% higher than last year, based on the average increase year to date.</p> <p>Whilst a fall in the reliance on overtime is anticipated early 2025 it is not currently reflected in our financial forecasts.</p> <p>ADoSC provided an update on the crewing dashboards and ADoR/T commented on the Financial Breakdown Response Pay also coding issues, which need further investigation.</p> <p>SLT had a general discussion around Occupational Health, contract management, performance and the improved position with long-term sick and light duties, overall there was a positive direction going forwards.</p>	
186/24	<p>Call Over</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"> - Corporate Risk Register Quarter 2 2024/25 	
187/24	<p>Spend Control Proposals</p> <p>SLT considered what spend controls should be implemented in light of the current forecast overspend at £1.134m at P4 (July). Given the overspend position it is necessary for spend control measures to be introduced to mitigate the overspend position.</p> <p>This report provides a summary of spend control measures which could be implemented, including additional level of approvals, and reducing spend limits.</p> <p>SLT discussed the recommended spend controls in relation to procurement cards and considered the options relating to purchase orders. CFO checked whether there would be a spend control minimum limit of zero or £100, or would this be set as required.</p>	

	<p>ADoR/T provided an update to the outcomes of the processes via Oracle Fusion, which led to a further discussion on P-cards and requisitions.</p> <p>SLT noted:</p> <ul style="list-style-type: none"> (i) The overspend position (ii) The data regarding purchase orders and procurement cards <p>and agreed:</p> <ul style="list-style-type: none"> (iii) Spend controls measures in relation to purchase orders (para 2.6) (iv) Spend controls measures for generic spend (paras 4.3 & 4.4) (v) Spend control measures for Procurement Cards (paras 3.6 & 3.7) noting there was still further work to do regarding spend limits of between £100-500 and over £500. (vi) Spend control over agency placements, overtime, and zero hours contracts (paras 5.1 & 5.2) 	
188/24	<p>Corporate Risk Register Quarter 2 2024/25</p> <p>ADoR/T stated that this report discusses the second quarter position for 2024-25. It details the corporate risks identified and how they have or are being mitigated.</p> <p>CR21 Data Management - Records Retention Schedule has been reassessed following the commencement of the Records Retention Schedule and it is proposed to reduce the likelihood score to 2 resulting in a risk score of 6 (Moderate).</p> <p>SLT:</p> <ul style="list-style-type: none"> a) agreed the Q2 Corporate Risk Register, including changes made since Q1 2024/25; b) requested updates for CR8, CR9, CR10 and CR20 (where actions for September 2024 remain) via email outside of the meeting 	ADoR/T Nov 24
189/24	<p>Live Fire – FTU Replacement</p> <p>The COT Manager provided an update to SLT on the Replacement Live Fire Facility at STC Maresfield and give clarity on the current situation and confirm decisions previously made by SLT. The COT Manager presented a recommended approach that would enable the re-starting of the FTU Replacement Project, within the financial envelope previously agreed and to a clear timeline.</p> <p>To re-start the project, a modified brief and plan will need SLT support as SLT previously made the decision in 2021. The change to the brief reduces the number of floors and retains the existing FTU (no fires) to support BA training at height. The proposed amendment ensures we are able to meet the learning outcomes required to future proof the training facility requirement.</p> <p>It was noted that of the 4 multi-purpose training hubs, the one at STC would have a different delivery need and be likely be less costly. Full costs would be quoted against the tender and working practices matched against the business need. The replacement project and timeline outlined in the report would be checked with Estates and the PMO and structural survey on FTU and removal costs would also be factored in.</p>	

	<p>SLT discussed the existing FTU and the provision of a 3-floor scrubbed Live Fire Facility and noted:</p> <ul style="list-style-type: none"> (i) current position on Replacement Live Fire Training facility and that it is currently paused. (ii) total funding requirement of £4,000k as originally approved (iii) relationship with Gypsy and Travellers is unpredictable (iv) there will be a need to cancel some live fire courses next year but cannot plan for when (v) 1st MPTH being delivered at Bohemia Road (vi) current Risks <p>and approved:</p> <ul style="list-style-type: none"> (vii) proposed amendment of live fire training facilities specification included within previous full business case. (viii) that the FTU Replacement Project can now restart noting the key milestones. 	
190/24	<p>Wholetime Vacancy Management and Trainee Course</p> <p>ADoPS provided SLT with appropriate level of information a decision to be made on the approach to managing current wholetime vacancies and how new wholetime staff will be trained.</p> <p>The Service has 6 vacant FF posts and 6 vacant WM/CM posts along with 11 supernumerary staff being predominantly used to cover Long Term Sick (LTS) at our Day Crewed Stations. A further 4 FF post will be vacant before end of March 2025 due to confirmed retirements/career break.</p> <p>The 12 current vacancies are not being covered by the supernumerary staff and as such the Service is relying upon the use of overtime to cover the shortages. The Service has 12 staff in a transfer pool and 7 (just reduced to 4) staff in the historical recruitment pool.</p> <p>Funding of £176k will be required in respect of training new staff if the decision is made to onboard the 7 from the recruitment pool and follow Option 3 (Joint SFRS / ESFRS Trainee Course).</p> <p>SLT noted that the costings assumed that on completion of their training the new recruits where immediately posted into vacant posts and that achieving this would require careful planning.</p> <p>ADoR/T asked for confirmation as to whether a further WT Recruits course would be required in 2025/26 and if it was the cost of providing it, noting that this would be an additional pressure on the 2025/26 budget not currently included in Star Chamber.</p> <p>SLT noted and agreed to the following, subject to additional financial detail and a further review in a year:</p> <ul style="list-style-type: none"> i) 6 Permanent FF posts are vacant ii) 6 Permanent WM/CM posts are vacant which will eventually result in 6 FF posts being vacant iii) Confirmed a further 4 permanent posts being vacant before April 2025. iv) 11 Supernumerary staff covering LTS at mainly DC stations 	<p>ADoPS Nov 24</p>

	<p>v) No capacity to deliver wholetime trainee course within the Service</p> <p>vi) Fire Service College (FSC) cannot support us until at least March 2025 and we have not made that booking so it is uncertain when next year they could fit us in.</p> <p>vii) Surrey FRS (SFRS) is running a number of WT Courses through 2025 and could accommodate 6/7 trainees from the Service in Jan 25.</p> <p>SLT approved:</p> <p>viii) Option D – Blended Approach to Wholetime Vacancy Management, and subsequently;</p> <p>ix) Option 3 – Joint SFRS / ESFRS Trainee Course.</p> <p>x) The Onboarding of 7 Wholetime Staff in 01/2025</p> <p>xi) The Delivery of Wholetime Course Jan 25 - Apr 25</p> <p>xii) Funding for the 2024/25 costs is from the People Strategy reserve, and the underspend vs budget in 2025/26 is then transferred back to the People Strategy reserve.</p>	
191/24	<p>Strategic Review of Training</p> <p>The COT Manager provided a verbal update on the latest position and noted that the Training Plan has been produced for 2025, based on running no more than one course a day in order to minimise the impact to crewing. The BA Training dates had been programmed outside of the main leave period, but some Casualty Care Courses were due to take place in leave periods. This had led to a number of concerns being raised from a few, the majority of these have now been resolved.</p> <p>Of the 14 themes identified through SRT, 3 would be delivered through Future Foundations and the remaining 11 through the SRT Delivery Plan.</p> <p>Following the Interim re-structure, it was agreed that the Delivery Plan would be brought to SLT for review in January 2025.</p>	ADoPS Jan 25
192/24	<p>SLT Forward Plan 2024 and FA/Members Seminar Forward Plan</p> <p>SLT agreed to provide any updates to the Forward Plans to SW outside of the meeting on this occasion.</p>	
193/24	<p>NJC Green Book Pay 2024</p> <p>This was not discussed by SLT due to there being limited time available.</p>	
194/24	<p>Culture Workshop and Being Safe</p> <p>Helen Moore (Managing Director), Rachael Griffiths (Training & Business Manager) and Nicky (Brand Manager) from The Employment Solicitor presented SLT with a workshop on Being Safe.</p>	
195/24	<p>Any Other Business</p> <p>None.</p>	
196/24	<p>Date of Next Meeting</p> <p>The next meeting will be held on 13 November 2024.</p>	

