

**NON CONFIDENTIAL MINUTES****MINUTES OF EXTRA-ORDINARY SENIOR LEADERSHIP TEAM HELD ON 23 JULY 2025**

**Present:** Mark Matthews, Chief Fire Officer  
 David Norris, Deputy Chief Fire Officer  
 Hannah Youldon, Assistant Chief Fire Officer  
 Duncan Savage, Assistant Director of Resources/Treasurer  
 Matt Lloyd, Assistant Director of Response and Operational Resilience  
 George O'Reilly, Assistant Director of Risk Reduction  
 Justine Cadogan, Assistant Director of Digital, Technology & Change  
 Elizabeth Curtis, Communications & Marketing Manager  
 Stephanie Bollen Hickman, Planning & Intelligence Manager  
 Chris Fry, Planning & Intelligence Analyst  
 Sue Walsh, Executive Assistant

**Apologies:** Doug Marshall, Assistant Director of People Services

		Action
140/25	<b>Matters Arising</b>  None.	
141/25	<b>Community Risk Management Plan (CRMP) 2025-2030</b>  DCFO sought approval for the 2025-2030 Community Risk Management Plan (CRMP) consultation draft to be recommended to the Fire Authority and provided an overview of the position so far.  The draft CRMP includes proposals which will ensure the continuous improvement in how the fire and rescue service is delivered across East Sussex and the City of Brighton & Hove and introduces the main draft CRMP and summaries the key considerations and proposed approach for future delivery in years 1-5.  It was acknowledged that the theme of Reducing Risk and Saving Lives - Together was reflected throughout the report which linked the service's core purpose, values and priorities with its strategic direction.  There was a general SLT discussion around the inclusion of EIA's (which was also included as part of the consultation document) noting the available option to subsequently update the EIA, rather than the CRMP document itself.  It was agreed that any further comments should be received by 30 July 2025 at the latest, in order for the final revisions and content to be finalised ahead of the Fire Authority meeting on 4 September 2025. CRMP Briefings with Members were being planned for August and it was agreed that Group Managers would also be 'warmed up' now in order to feedback on any comments or issues which had already been raised and seek clarity in areas if required.  It was agreed to retain the phrase 'resource availability' but add in a reference to MTFP at this point and also on page 4 so that it was referenced at an early point in the document. ADoR/T would draft some words for inclusion in relation to financial sustainability. After a short discussion, SLT agreed to the phrase 'continuing to develop' (or similar) in place of 'growing high performance workforce' on page 7.	<b>ADoR/T Aug 25</b>

	<p>It was noted that the financial section needed adding to covering report and consideration was given as to how we measure areas which were not picked up within the Tier 1 list as this was currently a potential KPI gap in the report.</p> <p>CFO provided a summary of the discussions including use of dialogue boxes, consultation questions and which to ensure SLT clarity on the objectives, ie. what are the outcomes we want to achieve? It was agreed to mention year 1 and 2 rather than 'monthly'. It was also acknowledged that although the PIT and PMO Teams both played crucial roles in this piece of work, they were not responsible for the whole organisation.</p> <p>Summary actions were outlined as follows:</p> <ol style="list-style-type: none"> <li>Assistant Directors to review the blue dialogue boxes and return their comments by 30 July 2025. Were the objectives relevant, if not sure, do not include it.</li> <li>Send out the proposed timeline and include Group Leaders.</li> <li>It was noted that the team was not yet in a position to finalise the consultation questions (due to them being part of timeline) but that SLT would have sight of the questions, prior to locking them down.</li> <li>SLT would also provide their views on Appendix B.</li> <li>GM's and equivalent would be engaged with as priority on the consultation plan.</li> <li>Remove water mark and publish on intranet in due course.</li> <li>ADoDTC would provide and circulate a further update following this meeting outline the change in purpose and also share this with Fire Authority Chair, Cllr Amanda Evans as soon as practically possible.</li> </ol> <p>Subject to the above, SLT approved the draft Community Risk Management Plan (CRMP) consultation document (and Appendices) for recommendation to the Fire Authority.</p>	
<b>142/25</b>	<p><b>CRMP Consultation and Communication Plan 2025-2030</b></p> <p>DCFO presented the consultation and communication plan for the forthcoming Community Risk Management Plan (CRMP) 2025-2030 for approval by SLT.</p> <p>This plan must identify and assess foreseeable risks and set out how resources will be used to mitigate those risks through prevention, protection and response activities. The CRMP must also reflect effective consultation throughout its development and review stages with the community, its workforce, representative bodies and partners.</p> <p>An 8-week public consultation period was agreed by the CRMP Steering Group, commencing Friday 5 September 2025, excepting any amendments made by the Fire Authority at their meeting on the previous day, Thursday 4 September 2025.</p> <p>The estimated cost of this consultation is between £18,000-£22,000, significantly less than the two most recent public consultations. This includes an estimated £3000 internal communications spend. The CRMP Steering Group agreed not to hold ORS-led in-person Public Focus Groups. This draft CRMP 2025-30 is not proposing changes to service delivery which would meet the consultation criteria. This approach has been tested with ORS, and they support the Service's decision Consultation costs have been reduced by approx.£10,000 as a result. A full appraisal of ORS costs will be forthcoming</p>	

	<p>once the PID (Project Initiation Document) has been fully developed with ORS. Following discussions with ORS it was agreed that we would use the Community Compass Advisory Group as an external stakeholder panel to seek feedback.</p> <p>The outcomes of the public consultation will be reported to the Fire Authority on 12 February 2026. At this meeting, Members will be asked to consider the refreshed CRMP.</p>	
<b>143/25</b>	<p><b>Any Other Business</b></p> <p>None.</p>	
<b>144/25</b>	<p><b>Date of Next Meeting</b></p> <p>The next meeting will be held on 20 August 2025</p>	