

NON CONFIDENTIAL MINUTES
MINUTES OF SENIOR LEADERSHIP TEAM HELD ON 16 SEPTEMBER 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
Doug Marshall, Assistant Director of People Services
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
Alyson Lumb, Executive Support Officer
Sue Walsh, Executive Assistant
Yemi Akinwonmi, Observer

Apologies: None.

		Action
173/25	Minutes of the Meeting held 20 August 2025 The non-confidential minutes of the meeting held on 20 August 2025 were approved as an accurate record.	
174/25	Matters Arising None.	
175/25	Action Points from Matrix <u>191/24 Strategic Review of Training</u> Further work was still required, so a re-drafted report would now be brought to SLT in October, to clearly set out the expectation of what the Service wants to achieve. ADoPS stated that work was already being progressed, so was not being delayed by SLT receiving a later report. <u>83/25 Wholetime Trainee Firefighter Course Options Appraisal and Workforce Planning</u> This report would be discussed in further detail under agenda item 8. Action complete. <u>66/25b Wholetime Trainee Firefighter Course Options Appraisal (future scope)</u> This report would pick up the wider scope along with a likely 3-year model and form part of Strategic Workforce Plan. This would be discussed in further detail under agenda item 8. Action complete. <u>110/25 Helping Hoodies – Badge Approval</u> ESO confirmed that hoodies with our logos were now available for purchase via The Firefighter Charity website and were available to current and former ESFRS staff only. Action complete. <u>127/25 Procurement Update</u> CFO requested a final list of the procurement KPI's be produced with appropriate thresholds and provided to the PIT Team for collation. This would be brought back to SLT in October. <u>131/25 SLT Terms of Reference</u> This would be discussed further under agenda item 13. Action complete. <u>147/25 HMICFRS Spotlight & Misconduct report</u> This would be discussed in	ADoPS Oct 25 ADoR/T Oct 25

	further detail under Item 10, ahead of the full report being brought to SLT in October. Action complete. <u>149/25a Revenue and Capital Budget 2025/26 and Capital Programme 2025/26 to 2028/29 Monitoring at Month 3 (p-card spends)</u> A meeting with DCFO/ADoR/T & the Procurement Manager was scheduled for 18 September to discuss this further. Action complete. <u>149/25b Revenue and Capital Budget 2025/26 and Capital Programme 2025/26 to 2028/29 Monitoring at Month 3 (Treasury Management)</u> ACFO had now received details of the remaining amount of savings required under Future Foundations for 2025/26 and was satisfied with the position. Action complete. <u>151/25 Tier 1 Key Performance Indicators – Proposed Changes for 2025-26</u> The increased RIDDOR figures had been checked, shared and followed up with the P&I Manager accordingly. Action complete.	
176/25	Call Over All the main reports were called over for discussion at the meeting.	
177/25	Strategic Workforce Plan ADoPS outlined the proposed approach to developing the Service's Strategic Workforce Plan and departmental plans to support this. The current strategic workforce plan was written in 2022 and covered the period up to 2025, however there has been significant change and progression in the Service in recent years. Therefore, this paper sets out how the Strategic Workforce Plan will be developed and utilises current workforce monitoring data to determine how long and short-term vacancies will be managed. SLT acknowledged and appreciated the clarity within this revised report, which incorporated feedback on the previous position and continual monitoring going forwards. ADoPS stated that the Strategic Workforce Plan will include full details for sign off/agreement. SLT considered the need for another wholetime recruits course. SLT approved: a) the proposed approach regarding development of the Strategic Workforce Plan and subsequent development of career pathways. This plan will be brought back to SLT or the appropriate Governance group for approval in January 2026. b) the proposal to run a Wholetime course in 2026. This will initiate review of costings, funding and delivery options which will be brought back to SLT for decision by December 2025. c) the continued progress with Directorate Workforce Plans d) that the People, Culture and Standards Board will monitor the delivery of these Directorate workforce plans and provide and co-ordinate this accordingly.	ADoPS Jan 26 ADoPS Dec 25

178/25	Strategic Performance Report Quarter 1 2025-26 ADoDTC presented the Strategic Performance Report Quarter 1 2025/26. PI_012 Number of deliberate fires There had been a discussion since the last meeting to clarify the outstanding points and determine whether this should be amber. ADoDTC would complete the narrative to provide the rationale to the profiling of KPI's. PI_011 number of primary fires SLT had comments around use of language and Eastbourne specifically. SLT requested that this report be refreshed before being presented at the Scrutiny and Audit Panels, noting that different wording is required for internal and external reporting and the commitment to provide an accurate narrative. ADoDTC would feedback to the Planning & Intelligence Manager the requirement to explain the profiling for each KPI, then review and challenge the narrative as required. This consistency would provide improved updates around deliberate fires and sickness in particular and going forwards, this could be shared more widely and regularly with staff. SLT considered the strategic performance report as contained in Appendix A and the performance report and suggest amendments as above, prior to it being presented at the Scrutiny and Audit Panel.	ADoDTC Oct 25
179/25	Continuous Culture Improvement (including HMICFRS Misconduct and Spotlight Update) ADoPS provided a short verbal update, stating that a formal report would be brought back to SLT in October. ADoPS summarised all of the activities carried out to date which formed the journey of this work and outlined the proposed Phase 1 and 2 – Embedding Core Values and Behavioural Change. This included the key initiatives which had been implemented and Continuous Improvement and Development. The Misconduct and Spotlight report would not be closed down until the remaining actions were completed. Phase 3 of the Cultural Programme would detail clearly the remaining actions from both the Misconduct and Spotlight report and Values and Culture reports. The remaining actions from these reports are now around the outstanding training. A training gap analysis has been carried out and the remaining actions will be presented in the Phase 3 Cultural Plan. A review of governance was considered by SLT, along with the continual improvement of the cultural dashboard, links to KPI's and accompanying narrative. There was also a discussion around Investing in People which would be monitored and collated on an action plan via governance structure. Training would be put in place as a priority.	ADoPS Oct 25
180/25	Fire Cadets Update ADoRR presented the annual update to SLT on the progress and funding of Fire Cadets following introduction into the Service in January 2020 and proposals for future sustainability of delivery. The Risk Reduction Strategic Board has received this paper and has approved the financial and procedural changes detailed. The report proposes introducing subscriptions, a nominal charge for uniform and full cost recovery for outward bound events and activities.	

	ESFRS will continue the reduced curriculum year, shortened from 34 weeks to 30 weeks a year, fewer ladder sessions, fewer staff required for before and after the 2-hour session and an aspiration to move the administration of fire cadets to the role map of station administrators, thereby reducing our admin costs to zero. Following the change in legislation of the Rehabilitation of Offenders Act 1974 (Exceptions) (Amendment) (England and Wales) Order 2023 Act which mandates DBS checks for Fire & Rescue staff and volunteers, we will introduce DBS checks for all fire cadets aged 16 and over. We continue to aspire to introduce two new cadet units at The Ridge and in Brighton & Hove but these have not yet progressed. SLT noted the contents of the report and the changes previously agreed by the Risk Reduction Strategic Board and agreed follow up actions as follows: a. Finance to confirm if VAT needs to be included in calculations. b. Finance and Prevention to produce a hardship policy and take this proposal initially to Risk Reduction Strategic Board. c. Finance and Prevention to agree charging process and reporting on income. d. Prevention will monitor the policy changes and their impact on cadet numbers. Impact will be monitored via Risk Reduction Delivery Board.	All Oct 25 ADoRT ADoRR ADoR/T/ ADoRR ADoRR
181/25	SLT Forward Plan 2025 and FA/Members Seminar Forward Plan SLT noted the forward plans for 2025, which was a useful overview for the coming months. There was a short discussion around the Corporate Risk Register and an update on some of the outstanding areas. DCFO would draft an initial risk around Devolution. It was agreed that the Comms calendar would be taken to the Risk Reduction Board instead of SLT. <u>S&A Panel (25 September)</u> ADoR/T provided an update around the ongoing accounts and audit report issues and recommendations. <u>S&A Panel (13 November and 15 January) Quarterly Performance Results</u> Democratic Services to update the name of the Lead Officer to the current post holder. <u>Members Seminar (25 November)</u> SLT agreed that the 3 topics would be 5 Priorities / Strategy to Delivery; Risk Reduction and Budget/Financial sustainability. FITB and On-Call would not be included at this stage. A Health & Safety Update would also be considered at this or a later Seminar. <u>Members Seminar (26 January)</u> CRMP overview and lead into restructure at this stage?	DCFO Oct 25
182/25	Any Other Business <u>SLT Terms of Reference – Annual Review</u> SLT held an in-depth review of the existing Terms of Reference and the key function of SLT. This included strategic documents such as key, financial, strategic performance, people related, policy, risk register, new legislation, fire sector and collaboration and	

work that affects the Fire Service and which is delegated to us by the Fire Authority. CFO/ADoR/T would discuss this oversight with the Monitoring Officer at their next meeting on 1 October 2025. CFO would collate the comments and update a draft for sign-off at the next meeting. Consideration was also given to creating and maintaining a Decision Log which could be used as a communication tool, inviting observers to attend not only SLT but also other Tier 1 and 2 meetings as part of their career pathway and development and holding SLT meetings at different workplace locations across the service. The report template was also reviewed and would form part of wider report writing guidance which was being updated by Democratic Services and would link in with the 'Why' a report is being brought to SLT. Other matters discussed included aligning priorities, sources of funding, the delivery route through other Boards and sign off by Assistant Directors, with an aim to record and evidence the identity of the approver. It was also agreed to hold additional half day SLT informal sessions each month to maintain conversations and separate out the formal reports from wider ongoing issues. <u>Scoping Documents – formal feedback</u> It was noted that some were still outstanding and those that had been received should be reviewed again to ensure currency. It was noted this was identified as priority work and where appropriate will be placed in Directorate Plans where they have a clear owner, leaving the truly cross directorate objectives. This data would be linked into the Programme Plan. SLT were requested to review the areas which had previously been allocated to them in advance of the SLT Away Day on 23 October 2025. SLT would then take the opportunity to ensure clarity on what the service is delivering between now and into the next financial year. <u>Feedback Improvement Proposal</u> SLT agreed that Workplace visits would continue as stated in the proposal. SLT considered "Just One Thing" an idea sharing model for taking responsibility of ideas and actions. A broad discussion took place on current processes; both individually and via local line management, other ways of communication and how SLT are visible, involved and informed. It was agreed that it was good practice to have a staff suggestion scheme so that staff feel heard and listened to. The findings would be aligned to culture and taken to the People Culture and Standards Board, via APGG then collated for annual feedback to SLT for full governance. ACFO would review the objectives of the Board to see how it fitted in with the first Strategic meeting due to take place in October. <u>Executive Support Framework</u> SLT considered the various aspects of this framework and use going forwards. <u>ESFRS Christmas Carol Service 2025</u> Following a discussion by SLT on whether to hold a separate service this year, it was agreed that ESFRS would attend the joint Emergency Christmas Carol Service on 1 December 2025, rather than arrange a separate event. <u>Budget 2026-2027 Workshop</u> SLT used the remaining meeting time to separately discuss the budget to enable and agree a provisional savings plan which would include newly identified savings, the functional review and CRMP.	CFO/ ADoR/T Oct 25 CFO Oct 25
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183/25	Date of Next Meeting The next formal meeting will be held on 16 October 2025.	
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