NON CONFIDENTIAL MINUTES
MINUTES OF SENIOR LEADERSHIP TEAM HELD ON 20 AUGUST 2025

Present: Mark Matthews, Chief Fire Officer
David Norris, Deputy Chief Fire Officer
Hannah Youldon, Assistant Chief Fire Officer
Doug Marshall, Assistant Director of People Services
Matt Lloyd, Assistant Director of Response and Operational Resilience
George O'Reilly, Assistant Director of Risk Reduction
Elizabeth Curtis, Communications & Marketing Manager
Alyson Lumb, Executive Support Officer
Sue Walsh, Executive Assistant
Rebecca Bartlett, Observer

Apologies: Duncan Savage, Assistant Director of Resources/Treasurer
Justine Cadogan, Assistant Director of Digital, Technology & Change

		Action
145/25	**Minutes of the Meeting held on 15 July 2025** The non-confidential minutes of the meeting held on 15 July 2025 were approved as an accurate record.	
146/25	**Minutes of the Meeting held on 23 July 2025** The non-confidential minutes of the meeting held on 23 July 2025 were approved as an accurate record.	
147/25	**Matters Arising** <u>HMICFRS Spotlight & Misconduct report</u> It was confirmed that both of the updated reports had now been submitted to HMICFRS. There was a short discussion around the current process, access to the HMI portal and governance/monitoring via APGG. A follow up report was due to be brought to SLT in September. <u>Monitoring Log</u> It was agreed this would be added to the SLT agenda going forwards in order to provide SLT with a quick overview of the current position.	**ADoPS Sep 25**
148/25	**Action Points from Matrix** <u>191/24 Strategic Review of Training</u> ADoROR stated that Part B had now been circulated outside of the formal SLT meeting for comment and feedback was being collated. This report would be linked to the Engineering and Fleet review, which would be brought to SLT in September. <u>83/25 Wholetime Trainee Firefighter Course Options Appraisal and Workforce Planning</u> It was agreed that the existing firefighter pool would be drawn down from, but a further decision would be needed around whether to run one or two training courses next year. This would be brought back to SLT in September. <u>110/25 Helping Hoodies – Badge Approval</u> ESO had drafted appropriate comms which had been shared in Service Brief accordingly. ESO had contacted the Regional Rep at The Fire Fighters Charity to confirm our agreement to use our logo going forwards and share a copy of our service badge as appropriate. A further update would be provided at SLT in September.	**ADoPS Sep 25** **ADoPS Sep 25** **ESO Sep 25**

	122/25 Revenue and Capital Budget 2025-26 and Capital Programme 2025-26 to 2028-29 Monitoring at Month 3. The Revenue and Capital Budget Monitoring report (P4) would be discussed in further detail under agenda item 4. Action complete. 125/25 Tier 1 Key Performance Indicators - Proposed Changes to Risk Reduction and Response & Operational Resilience 2025-26 This report would be discussed further under agenda item 10, prior to going to the Fire Authority meeting on 4 September 2025. Action complete. 127/25 Procurement Update 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 brough back to SLT in September. 131/25 SLT Terms of Reference It was agreed to bring this item back to the September meeting, allowing SLT time to review in advance of the meeting. CFO shared his initial thoughts which included protocols and conflicting areas. 141/25 Community Risk Management Plan (CRMP) 2025-2030 ADoR/T would draft some words for inclusion in relation to financial sustainability. Action complete.	**ADoR/T** **Sep 25** **ALL** **Sep 25**
149/25	**Revenue and Capital Budget 2025/26 and Capital Programme 2025/26 to 2028/29 Monitoring at Month 3** The Finance Manager reported on the findings of the Month 3 monitoring undertaken on the Revenue and Capital Budget 2025/26 and Capital Programme 2025/26 to 2029/30 and noted that due to the change in reporting methods, underspends were now shown as a negative (black) and overspends as a positive (red). A net revenue underspend to the sum of £310,000 has been identified. This was detailed further in the report. The current year Capital Budget was approved by the Fire Authority at £9,553,000 and updated to £10,912,000 (Property £6,203,000, Fleet and Equipment £2,859,000, JFC £600,000 and ICT £1,250,000) including slippage of £1,407,000 brought forward from 2024/25, allocation of spend in advance of £48,000 from 2024/25. The position on reserves shows an opening balance of £11,578,00. The forecast net drawdown from reserves is £5,252,000, an increase of £1,651,000 compared to the planned drawdown of £3,624,000. This results in an estimated closing balance of £6,326,000. SLT held a discussion around the revised budget and projected outturn by Directorate and how this linked with moves to and from corporate contingency and reserves. The Finance Manager would consider how to show an adjustment of budgets within overall spend with regards to revenue and/or contingency and reserves, which would be played back to DCFO outside of the meeting. Untimely, this would be shared with the Fire Authority. ADoRR commented that the BSR budget would always show red, so consideration would be given about whether this and others should be presented in another way. This led to a conversation around p-cards, current spends, controls, encouragement for Managers to spend wisely and for	

	legitimate use only, not where there is already an existing process in place. A meeting with DCFO/ADoR/T & the Procurement Manager would take place outside of the meeting to discuss this further. SLT had a discussion around Treasury Management and borrowing correctly to reduce costs, making use of resources at the right time and investing accordingly. ADoR/T was asked to bring back further details to SLT in September. ACFO enquired about avoiding the risk of double counting by correct allocation of the pay award then review of vacancies. This was being discussed at Future Foundations Board. ACFO requested details of the remaining amount of savings required under Future Foundations for 2025/26. There was a discussion on spend pressures. The Finance Manager stated that 3.5% front end savings were required. £3m in year one, £3.5m in year 2 then back to £3.1 in Year 3. SLT also discussed NICS and Pay Award and recommended that these be held in the contingency fund or in reserves and drawn down as required to address any shortfall at defined periods. Final checks would be made with ADoR/T but SLT agreed to make this proposed change going forwards. DCFO would discuss this with the Finance Manager who would provide an updated report following the meeting and reflect any changes in line with the SLT discussion in the recommendations. SLT noted the risks to Revenue Budget and the projected underspend, forecast slippage and risks to the Capital Programme, the net drawdown from reserves together with monitoring of savings taken in 2025/26, and current year investments and borrowing. SLT approved: i. the transfers to contingency: £253,000 for Airwave £9,000 for Gold Book pay award over provision £23,000 for ITG Manager handover ii. the transfers from contingency: £334,000 for National Insurance Contributions £343,000 for Grey and Green book pay awards* £37,000 for Water inflation (noted as a pressure but will not be drawn down from contingency) £16,000 for Cleaning (noted as pressure but will not be drawn down from contingency) iii. that the budgeted £512,000 drawdown from the General Reserve is not taken unless required. These approvals result in an amended revenue position, with a forecast underspend of £174,000 reported.	**DCFO** **ADoR/T** **Sep 25** **ADoR/T** **Sep 25**
150/25	**Call Over** The following report was not called over, and therefore all recommendations contained within them were agreed, subject to final checks ahead of the next Scrutiny & Audit Panel meeting :-	

	- Annual Performance Outcome Report 2024-25	
151/25	**Tier 1 Key Performance Indicators – Proposed Changes for 2025-26** The Planning & Intelligence Manager presented SLT with the review findings of proposed changes to current Tier 1 KPI's and the initial assessment of proposed new Tier 1 KPIs. Most of the current Tier 1 KPIs are related to community risk reduction offer and the safety and wellbeing of staff. As at the end of 2024/25, out of a total of 27 indicators 21 were Green status (78%), 2 were Amber status (7%) and 4 were Red status (15%). Tier 1 KPI's have been reviewed based on the performance from previous years and with new targets and other changes proposed. Out of the 25, 14 will stay the same, 6 are recommended to change their tolerance and 5 require further discussion. New Tier 1 KPI's have also been proposed and listed for information. These will be assessed by a proposed new KPI Working Group, which will also provide governance over other organisational KPI's and dashboard requirements. ADoPS wished to ensure that sickness was included into final KPI. It was confirmed that this did exist and they are being reported on. SLT also reviewed the comments which ADoR/T had made, prior to the meeting: <u>PI_010 Number of injuries in primary fires</u> Target is currently based on the last 2 years average. It was acknowledged that the Covid years would provide a different average, if a wider average was used. <u>PI_011 Number of primary fires</u> SLT agreed to use a 2-year timeframe for this data. <u>PI_012 Number of deliberate fires</u> Target is higher than the previous two years. The new target of 687 has been agreed based on the average over the last 2 years only, as the years previous to that were impacted by COVID. <u>PI_013 Number of industrial and commercial fires</u> The narrative says a stretch target of a 10% improvement but the target of 125 is higher than any of the previous 5 years actual so is a deterioration not an improvement? The 10% target comment needs to be removed. The target needs to remain at 125 as we must remember that this KPI is changing to include fires in all premises covered by the FSO. This will include fires in the common areas of residential buildings (not the flat). This will increase the likely number of incidents caught up within this KPI. <u>PI_004 Number of UsFS</u> If our policy is to drive down the number of UwFS then why are we setting the target at the same level of the previous year's actual? This is reflective of the fact that the number of premises with AFD systems installed is growing due to effective Regulatory activity by ESFRS, the Local Authority and the BSR. <u>PI_020 Number of RIDDOR incidents</u> The increased RIDDOR figures would be checked and shared with the P&I Manager.	 **ADoRR** **Sep 25**

	PI 049a Number of all UwFS attended in low risk premises If our policy does not require us to attend UwFS at low-risk premises why is our target 104 not zero? Our target is not zero as we still have the ability to use of professional judgement to send a response, should we not feel confident in the information being provided by the caller. SLT: a) agreed to KPIs in Appendix A that require no change and do not have a revised target (14 KPIs) b) agreed to KPIs in Appendix A which propose revised targets (6 KPIs) c) considered other changes to KPIs in Appendix A where a review is recommended (5 KPIs) d) agreed that new KPIs suggested be taken forward by a new KPI Working Group, which will also provide governance over other organisational KPI's and dashboard requirements. e) KPI changes proposed in b) be presented to the Fire Authority, if recommended by SLT.	
152/25	**CRMP Fleet Review and Decarbonisation Program (Phase 1)** ADoRR advised SLT of the impact of the ZEV mandate and recommend a fleet decarbonisation approach and reduction program. In 2024, central government introduced the ZEV mandate (zero emission vehicle) which in essence set low emission targets for all vehicle manufactures across the globe for imports into the UK. As all emission reducing technology has been exhausted, the mandate focuses on reducing diesel and petrol's imported and sold in the UK. This is simply a KPI of total vehicles imported by each manufacture, with each year the target percentage of ZEV imported into the UK rising - this is having a direct impact on the market. In January 2025, this mandate became law meaning the UK government can now fine motor manufactures for not meeting the ZEV mandate targets. This means for ESFRS we need to quickly adapt to this market condition which in doing so will support the organisation in meeting its sustainability pledges to reduce carbon footprint. The Vehicular decarbonisation approach will be split into two priorities; Priority One focuses on fleet and estate transition and Priority Two focuses on fleet reduction through collaborative working with business leads and the CRMP Team. ADoRR raised ADoR/T previously raised points around the financial appraisal in terms of transition to PHEV/BEVs and infrastructure proposals, which was considered by SLT. SLT agreed: 1. Priority One: Fleet and estate transition – move to hybrid electric and would compare what other FRS are doing. 2. on goals set out in Priority Two: fleet reduction by 22 vehicles. SLT agreed to commit to half now and a phased second half, whilst maintaining the monitoring of any potential impacts. 3. that the supply of diesel vehicles is an amber risk to the organization which should be recorded on the corporate risk register.	

153/25	**Proposed Business Plan Activities 2025-26** The Planning & Intelligence Manager presented the draft Directorate Business Plans for 2025-26. The plans contain the high-level activities for each Directorate for this financial year. • People Services • Risk and Risk Reduction • Resources – Treasurer • Digital, Technology and Change DCFO requested that AD's review their Business Plans for 2026/27 and breakdown into quarters, ahead of future reviews. CFO suggested renaming them Directorate Plans going forwards. SLT agreed the Directorate Plan activities for 2025-26 and noted these would not be published on this occasion.	
154/25	**Corporate Plans** DCFO provided a brief overview of the position on the draft Corporate Plan (public facing) which outlined our Community Offer, the 5 priority areas and 15 Strategic intentions. It also provided a clear look back to 2024/25 and linked to previous commitments. Behind this Corporate Plan sits a Programme Plan (internal facing). The Planning and Intelligence Manager presented the draft Corporate Plan for consideration. The draft Corporate Plan looks back to the Service's achievements during 2024-25 and its plans in this financial year. SLT would start to plan the next version of the Corporate Plan 2026/27 at the Strategic Planning Day on 21 January 2026. In terms of the Fire Authority meeting in February 2026, the CRMP and MTFP would be taken for approval and the Corporate Plan 2024/25 taken for information. There was also a discussion about linking this to Business/Directorate Plans and confirming the agreed Values of the Service (Selflessness and Empathy had been agreed). SLT: • considered the draft Corporate Plan and approved, subject to final amendments (Option 1) and would start to align our Business/Directorate Plans. • considered arrangements be agreed for the approval of final amendments to the document, subject to remaining minor revisions. • considered and agreed governance and publication arrangements. It was agreed this would not be shared with the Fire Authority, but it would be brought back to the SLT meeting in October.	**ADoDTC** **Oct 25**
155/25	**Annual Performance Outcome Report 2024-25** This report provided SLT with details of East Sussex Fire Rescue Service's performance for the period April – March 2024/25. The year end results for 2024/25 demonstrate an improvement of performance across a number of areas with 21 indicators achieving their targets, 2 within	

	the agreed tolerance and 4 falling outside of the agreed tolerance. SLT considered the performance results and progress towards achieving the Service's purpose and commitments as contained in Appendix A.	
156/25	**SSRI Update** ADoRR provided a verbal update on the current position. The first meeting of Working Group had now taken place. This included a specific group of staff who were engaged to continue to improve this work using a scoring matrix. This which would continue to monitor high rises at the right levels and right frequency. Training packages and upskilling staff was taking place, in order to better complete the SSRI's to going forwards. Task alert system were now also on tablets. ADoRR stated that 1914 firefighter risks have been highlighted and actioned by the team.	
157/25	**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 and would consider the programme for next SLT Away Day on 23 October 2025. SLT agreed to remove the Annual Corporate Plan from the September Fire Authority meeting. ADoRR enquired whether the Protection/Risk briefing could be included as part of the Revenue Budget & Capital Programme Monitoring report. The CRMP Consultation Update would be taken to the Fire Authority in February, instead of September. An enquiry would be made with Democratic Services with regards to whether the Executive Wellbeing report would be taken to the Principal Officer Appointment Panel (POAP) on 4 September 2025. <u>Members Seminar – 15 Sept</u> Devolution and HMI Follow up were agreed as the 2 topics, led by DCFO and ADoRR respectively. <u>Members Seminar – 25 November</u> 3 topics were agreed; On -Call, Fires in Tall Buildings and H&S Update.	
158/25	**SLT Terms of Reference – Annual Review** SLT agreed to defer this item to the next meeting in September.	
159/25	**Scoping Documents** These had been reviewed, but had not yet come back to SLT for discussion. It was agreed that would be added as a standing agenda item to the afternoon part of the SLT meeting.	
160/25	**SLT Development – draft scope** ACFO outlined the requirement to further equip SLT Members with the capabilities to continue to lead collectively, think systemically, and drive cultural and strategic change in line with service priorities, community needs,	

	and regulatory expectations. The programme should strengthen individual leadership performance and team cohesion at the top level, whilst reinforcing values of public service, trust, and operational excellence. <u>The Scope of Work included:</u> Individual Executive Coaching and Team Coaching Joint Development Workshops Diagnostics and Insight Sustainability and Embedding SLT discussed the programme requirements, design and content, delivery, duration and expected outcomes. There was an assumption that this training is already taking place within FRS's. ACFO would consider the overall proposal and propose to arrange Executive Coaching followed by Team Coaching. £10,000 had been set aside, but other costs would be sourced. This was likely to go out to tender and it was hoped to secure the services to support this prior to the end of the year. ACFO requested comments from SLT by 1 September, in order to proceed from this time going forwards.	
161/25	**Feedback Improvement Proposal** SLT agreed to defer this item to the next meeting in September, in order for a full discussion to take place.	
162/25	**Managers Seminar – 7 October 2025** SLT held a discussion on the proposed topics, which included Devolution and Planning – Strategy to Delivery. It was also suggested that a social element be factored into the day.	
163/25	**Forensic Science Regulator's Code of Practice – levels of readiness for Fire Investigation** SLT held a general discussion, following the recent survey, which was submitted by the Protection Team on 14 Aug 2025 on behalf of ESFRS. ADoRR provided a short verbal update, outlining the quality assurance processes in place and compliancy. There had been an update to the audit process to allow FRS's to comply with new guidance – which ESFRS had already done in advance.	
164/25	**Any Other Business** ADoRR confirmed that Maddie Stevens had recently been successful in securing the H&S Strategic Manager role. H&S Business Partners would be filled behind this. SLT passed on their congratulations to Maddie Stevens.	
165/25	**Date of Next Meeting** The next meeting will be held on 16 September 2025.	