

NON CONFIDENTIAL MINUTES
MINUTES OF SENIOR LEADERSHIP TEAM HELD ON 15 JULY 2025

Present: Mark Matthews, Chief Fire Officer
 Dave 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
 Sue Walsh, Executive Assistant
 Amy Morton, Observer

Apologies: Doug Marshall, Assistant Director of People Services

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| 119/25 | <p>Minutes of the Meeting held 18 June 2025</p> <p>The non-confidential minutes of the meeting held on 18 June 2025 were approved as an accurate record.</p> | |
| 120/25 | <p>Matters Arising</p> <p><u>Fire Minister Alex Norris MP visit</u> DCFO had requested confirmation regarding this potential informal visit on 17 July 2025 which led to a discussion on the key messages, comms and inviting Group Leaders. It was agreed that James MacCleary MP would also be notified out of courtesy. GM's were liaising with Lewes Station accordingly.</p> <p><u>Josh Babarinde MP visit</u> DCFO provided a verbal update and was liaising with SM at Eastbourne Station. It planned to hold discussions around the built area, local hotels and estates and also Protection and Prevention. <i>NB. This visit was subsequently cancelled by the MP's Office and re-arranged to 19 September 2025.</i></p> | |
| 121/25 | <p>Action Points from Matrix</p> <p><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 also be brought to SLT in August.</p> <p><u>83/25 Wholetime Trainee Firefighter Course Options Appraisal and Workforce Planning</u> Work was progressing and dashboard planning was in place. 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 August.</p> <p><u>110/25 Helping Hoodies – Badge Approval</u> ESO had drafted appropriate comms which had been shared in Service Brief accordingly. It was noted that ESO would contact the Regional Rep at The Fire Fighters Charity in order to follow up and confirm our agreement to use our logo going forwards and share a copy of our service badge as appropriate. CMM stated that ESFRS have an agreement/process in place for this, which can be used if required.</p> | <p>ADoROR Aug 25</p> <p>ADoPS Aug 25</p> <p>ESO/ CMM Aug 25</p> |

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| 122/25 | <p>Revenue and Capital Budget 2025/26 and Capital Programme 2025/26 to 2028/29 Monitoring at Month 3</p> <p>The Finance Manager provided a verbal update on the latest position. SLT acknowledged the position of the Finance Team and ADoR/T outlined the current issues which had caused delays with the budget reporting and obtaining a clean data set. This included:</p> <p><u>EPM</u> – the budget monitoring tool bolted onto Oracle has not proved helpful, but the team were working to try and get this resolved as a priority.</p> <p><u>Miscoding of pay</u> – this remained an ongoing issue and was tied in with starters, movers and leavers.</p> <p><u>GL</u> codes (pro-class) – a review was being undertaken into the issues and timescales.</p> <p>The Finance Manager suggested approach going forwards was for the Finance Team to populate EPM with a forecast, which would be used to prepare a report for SLT in August, or earlier if the information became available. This led to a discussion around other support or additional resourcing which could be supplied to the Finance Team in order to meet the requirement for SLT to have regular oversight of the budget monitoring to position the budget for Members and going into Devolution.</p> <p>It remained the intention of the Finance Team to deliver bi-monthly reporting to SLT and continue to engage with managers to produce high level reporting in the background. The Revenue and Capital Budget Monitoring report (P4) would be brought, in full, to SLT in August and additional time would be allocated to this accordingly.</p> <p>There were currently no dates for Phase 3 of the Oracle implementation at this stage.</p> <p>SLT approved a temporary virement for 12 months for a Station Manager to move from West Group to CRMP totalling £100,196.95</p> | ADoR/T Aug 25 |
| 123/25 | <p>Call Over</p> <p>The following reports was not called over, and therefore all recommendations contained within it were agreed:-</p> <ul style="list-style-type: none"> - 4i Server Decommissioning - JFC Outturn Report 2024/25 | |
| 124/25 | <p>CTU / NILO Briefing</p> <p>Roy Barraclough (Fire Service Regional NILO Lead and Counter Terrorism Policing South East) provided SLT with a detailed overview of the current risks, UK threat level and evolving threats across the UK. SLT thanked Roy for taking the time and opportunity to update them.</p> | |
| 125/25 | <p>Tier 1 Key Performance Indicators – Proposed Changes to Risk Reduction and Response & Operational Resilience 2025/26</p> <p>ADoROR/ADoRR presented the Tier 1 Key Performance Indicator (KPI) results for 2024/25 to SLT together with the proposal to update KPIs for 2025/26.</p> | |

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| | <p>In May 2025, a meeting was held with the Assistant Directors of Risk Reduction and Response & Operational Resilience with the Performance & Intelligence Team to review annual performance against Tier 1 KPIs, as previously agreed by the Fire Authority in 2023/24.</p> <p>All KPI targets had been positively exceeded, with the exception of 1 (detailed within this report), and targets that are not due for review, therefore, it was discussed that it would be prudent to review targets to ensure that the Service continues to be challenged in the delivery and continuous improvement of these.</p> <p>ACFO noted the change in reporting of Fire Deaths, with the introduction of amber as well as red, in order to maintain visibility and accurate reporting in this area. CMM welcomed the refreshed approach and additional data for sharing wider. There was a discussion on Tier 2 KPI's which the Planning & Intelligence Manager would lead on as its custodian. It was agreed that these would be record in order to reflect on our starting point and provide clarity. Any new ones would be dealt with separately.</p> <p>SLT noted the results for 2024/25, and agreed in principle, to recommend the updated KPIs to the Fire Authority for 2025/26. SLT also recommended that an explanation for this revised rationale be included for the Fire Authority and any new KPI's be added to be added annual going forwards. A further report would be brought back to SLT in August, ahead of the Fire Authority meeting on 4 September 2025.</p> | <p>ADoDTC Aug 25</p> |
| 126/25 | <p>4i Server Decommissioning</p> <p>ADoDTC informed SLT of the risks, opportunities and organisational implications relating to the decommissioning of the legacy 4i mobilising system.</p> <p>Prior to being powered down, a partial data extract into 45 files was made which have known data quality and structural issues. These can support some high-level trend analysis but should not be relied upon for high-confidence analytical modelling.</p> <p>A proposed recovery of remaining data in the system is estimated to cost over £50,000, success of recovery efforts remains technically uncertain, and offer a low probability of success.</p> <p>Mobilising data for the period covering COVID-19 is contained within the 4i data and may be required for future comparative analysis. Alternative data sources and analysis would be required if the 4i data sets are not available.</p> <p>SLT agreed:</p> <ol style="list-style-type: none"> 1. That no further investment is made to attempt data recovery from the 4i system and the server is de-commissioned. 2. That any ongoing impacts are managed through the Data Management Steering Group. 3. That steps are taken to review and cleanse the existing partial datasets for accessibility purposes only (e.g. FOI responses, qualitative insight), with clear usage guidelines. This will be considered as part of the PIT's business plans. | |

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| | <p>4. That the learning from the 4i project is captured and applied to all future system transitions. Future projects should consider the requirement for and impact on data as part of their business cases. and sufficiently resource and fund deliverables/activities.</p> | |
| 127/25 | <p>Procurement Update</p> <p>The Procurement Manager updated SLT on the delivery of the Procurement Strategy and the Category Plans for 2024/25, plus current pipeline activities. The report includes the year-end position for 2024/25 and summary information derived from a combination of the Procurement Activity Tracker and the Savings Register, to include pipeline, outcomes, pressures and savings.</p> <p>In addition to reporting the year end position and summarising significant pipeline activities, this report provides a headline update of the category savings achieved, the identified pressures, risks and opportunities.</p> <p>The Procurement Activity Tracker provides visibility on Procurement's pipeline activities, to aid resource planning, identify pinch points and highlight any barriers to progressing exercises.</p> <p>ADoR/T suggested that this report be taken to APGG going forwards, as a fuller oversight could be given to it in that forum. SLT approved of the RAG rating on the tracker which provided clarity and assurance.</p> <p>SLT noted the savings, pressures and risks and opportunities identified and gave consideration as to whether any further information was required. CFO requested a final list of the procurement KPI's be produced with appropriate thresholds and provided to the PIT Team for collation.</p> | <p>ADoR/T Aug 25</p> |
| 128/25 | <p>JFC Out-turn Report 2024/25</p> <p>ADoROR provided SLT with the JFC outturn report for 2024/25.</p> <p>The final outturn position was a 3.18% underspend of £125,346 against the agreed three-way shared costs budget. The reduced expenditure was mainly due to a reduction in staffing costs of £66,280 due to vacancies and reduced overtime and £17,202 in IT system costs due to lower telephony costs than the previous year. These reductions were partly offset by increased property and other costs.</p> <p>JFC performed well and have focused efforts in relation to establishment and crewing. The Operational, Tactical and Strategic Boards have focused on performance, raising issues early and utilising action log to focus responses and outcomes. KPI'S are Green across the 10 areas, with the exception of staffing which is red. However, a recruitment plan as well as a staffing review has been commissioned and is in progress.</p> <p>SLT noted the contents of the report but also indicated that there were a couple of areas to check; an additional table within para 2.1 and use of language in para 3.6. This would be reviewed and checked in advance of the Scrutiny & Audit Panel meeting on 17 July 2025. ADoRoR to follow up accordingly.</p> | |

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| 129/25 | <p>Building Safety Regulator / Protection Update</p> <p>ADoRR provided a verbal update from the Building Safety Regulator which included the National Structure, Lords Committee inquiry, future risks and income.</p> <p>An overview of the new legislation around The Fire Safety (Residential Evacuation Plans) (England) Regulations 2025 was also provided together with a summary of the Remediation and Remediation Enforcement.</p> <p>Other areas of note were the Hackett led Panel to review the BR process and the Flood Resilience Action Plan.</p> | |
| 130/25 | <p>SLT Forward Plan 2025 and FA/Members Seminar Forward Plan</p> <p>SLT noted the forward plans for 2025, which was a useful overview for the coming months.</p> <p>ADoDTC would update the strategic objectives by streamlining and refining these from Cross-Directorate areas and the Annual Governance Plan. A corporate planning day would take place in January to set out the strategic objectives.</p> <p>The Protection and Primary Authority Proposal would be combined into a single report ahead of potentially going to the Fire Authority on 4 September 2025.</p> <p><u>Members Seminar – 21 July</u> SLT agreed that a CRMP overview would be shared at the Members Seminar on 21 July and there was a brief conversation around risk assessments with regards to the planned RTC demonstration.</p> <p><u>Members Seminar – 15 September</u> It was agreed that Devolution would remain on the agenda and that AFA's would be removed. There was also a discussion around whether the On Call item was required and whether to include a follow up on the HMICFRS report, which if agreed, would be presented by ADoRR.</p> | |
| 131/25 | <p>Any Other Business</p> <p><u>SLT Terms of Reference – Annual Review</u> It was agreed to bring this item back to the August meeting, noting that SLT were asked to review this ahead of further discussions at that meeting. CFO shared his initial thoughts which included protocols and conflicting areas.</p> <p><u>FaRDaP Timeline Revision</u> ADoDTC provided an update and confirmed that Dan Conti was our Data Lead and feeding into the PMO at the MHCLG. Version 1 of the new FaRDaP was due to be transition from the existing system on 31 October 2025, but it was noted that testing would continue until end of July. Implementation of Version 2 had been separated out and was likely to take place in the Autumn/Winter. There would be an impact to 3tc and JFC but all information would be provided directly information to MHCLG.</p> <p><u>HMICFRS Implementation Liaison Response</u> ADoRR would act as Strategic Lead) and the Planning & Intelligence Manager would oversee the actions and Governance. The KLOE document would be broken down into sections and sent to each Directorate. Exception reporting would be provided going</p> | <p>ALL Aug 25</p> |

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| | <p>forwards, which the PIT Team would co-ordinate and link together the Strategic and day to day aspects including Insight and other SLA engagement. HMI Service Liaison Lead Jon Grimshaw had been updated on position. This was now ready to embed and report into APGG going forwards.</p> <p><u>JESIP Ops Assurance visit</u> ACFO notified SLT about a national visit from NPCC on 9 October 2025. The team had been stood up in preparation, ACFO would meet and greet initially, with ADoROR & GM Ops P&P acting as Lead. There would be focus groups followed by a hot debrief.</p> <p><u>Workwear Replacement Project Update</u> GM Central Group updated SLT on the current position with the Workwear Replacement Project. It had previously been a requirement to pre-order large quantities of stock from Hunters, which in terms of Finance, was treated as stock. The Workwear Replacement Group had good representation from across the service which included Engineering and enabling staff. They had provided the recommendations: Option 1 – return the stock Option 2 – take a view on remaining stock, which expires in March 2026. Option 3 - consider bringing workwear in house or have a managed service. SLT would need to consider the collaborative options with WSFRS and Surrey going forwards and noted that further detail and oversight was required before giving their opinion. However, it was agreed by SLT that the existing stock would not be returned and ADoR/T would look at the broader options. GM Central Group would share further details with SLT outside of the meeting and would also take this to the Strategic Change Board for a decision. <i>NB. a subsequent meeting with PO's and Procurement had been arranged for 8 August 2025.</i></p> <p><u>Cyber Exercise</u> DCFO provided a short update on the recent tabletop exercise which took place on 5 June 2025 and covered a heightened cyber threat; ransomware delivered by phishing email and third-party software compromise. It was recommended that ESFRS carry out a review of their data and that all 5 recommendations were added as a risk to the ISMF Risk Log. Recommendations 1-4 would be built into the cloud transformation and Office 365 virtual workplace programme.</p> <p><u>Mayfield Fire Station</u> ADoROR acknowledged that this station had now been closed for 15 days and wanted to take the opportunity to acknowledge the hard work and handling of this sensitive situation from everyone, in particular GM Central Group, SM Fitzgerald and HR Business Partner.</p> | |
| 132/25 | <p>Date of Next Meeting</p> <p>An extra-ordinary SLT meeting would take place on 23 July 2025. The next scheduled meeting will be held on 20 August 2025.</p> | |