

NON-CONFIDENTIAL MINUTES
MINUTES OF SENIOR LEADERSHIP TEAM HELD ON 14 DECEMBER 2022

Present: Dave Norris, Deputy Chief Fire Officer
Mark Matthews, Assistant Chief Fire Officer
Duncan Savage, Assistant Director of Resources/Treasurer
Hannah Scott-Youlton, Assistant Director of Operational Support & Resilience
Liz Ridley, Assistant Director of Planning & Improvement
Julie King, Assistant Director of People Services
Matt Lloyd, Assistant Director of Safer Communities
Elizabeth Curtis, Communications & Marketing Manager
Sue Stanton, Executive Assistant
Alyson Lumb, Executive Support Officer

Apologies: Dawn Whittaker, Chief Fire Officer

		Action
220/22	<p>Minutes of the Meeting held 17 November 2022</p> <p>The non-confidential minutes of the meeting held on 17 November 2022 were approved as an accurate record.</p>	
221/22	<p>Matters Arising</p> <p><u>207/22 Communications Campaign Plan 2023</u> CMM highlighted the targeted prevention campaigns; specifically Save Safely, Be Your Own Hero, Fatal 4, Be Bright Be seen, Tales of the Road, Water Savvy, Water Safe and wildfire/outdoor. It was recommended that the Head of Prevention would undertake a refresh on the Water Safe page on the intranet.</p>	
222/22	<p>Action Points from Matrix</p> <p><u>26/22 East Sussex Fire & Rescue Service and West Sussex Collaborative Fleet Operations Update</u> ADoOSR stated that this would be discussed in further detail under confidential agenda item 8. Action complete.</p> <p><u>92/22 Leadership and Behavioural Framework - Evaluation and Next Steps</u> ADoPS stated that this would be brought back for an update at SLT in February. During this time, consideration would be given to how this links to the Code of Ethics, HMICFRS report, business as usual and maintaining a fresh outlook.</p> <p><u>169/22 Revenue and Capital Budget 2022/23 and Capital Programme 2022/23 to 2026/27 Monitoring at Month 5 (Training budget) (combined with action 199/22)</u> ADoPS would meet with the COT Manager in the New Year to review course attendance. Any uncommitted monies regarding the external training budget not allocated by December would go back into the budget. Re-utilisation of the Covid grant money would create a temporary addition of £160,000 for 2 years which would be included as part of budget proposals. With the addition of overtime costs, this would allow time to create alternative options (noting that a reduction would still be needed in 2023/24) and a closer look at spend going forwards. CMM would provide a draft comms with ADoPS for consideration. Action complete.</p> <p><u>171/22 Command Support Units</u> ADoOSR stated this would be discussed in more detail under agenda item 11. Action complete.</p>	<p>ADoPS Feb 23</p>

	<p><u>199/22 Revenue and Capital Budget 2022/23 and Capital Programme 2022/23 to 2026/27 Monitoring at Month 7 (Training budget) (combined with action 169/22) Action complete.</u></p> <p><u>212/22 Qatar World Cup</u> CMM confirmed that a message was circulated. Action complete.</p>	
223/22	<p>Revenue and Capital Budget 2022/23 and Capital Programme 2022/23 to 2025/26 Monitoring at Month 8</p> <p>The Finance Manager provided a verbal update on the changes since the last meeting/month and shared details of the latest position.</p> <p>The overspend in revenue had increase since the previous month. Overall, there had been a £50,000 reduction, in part related to the pay award, which SLT agreed to fund from reserve balances. Operational Support and Resilience showed the largest increase to capital receipts within Engineering for fuel and BA washing machines. There was a discussion over the revenue position.</p> <p>SLT also considered costs relating to Industrial Action (IA), the spend so far is close to £20,000 for officer training. It was agreed to move £48,000 from the corporate contingency to the cost centre for IA in order to provide a budget. The balance will remain unspent, but be available to use to offset any further costs.</p> <p>ADoOSR provided an update on equipment and confirmed that a focussed planned expenditure was now in place going forwards and praised the work and contributions of the Engineering Development Manager. There was a reminder for SLT to check the position with their line managers, to ensure that all commitments were surfaced and allow any unallocated monies to be released back into revenue budget.</p> <p>ADoPS would provide an update to Workforce Planning and also bring further details back to SLT in February. SLT approval was sought for a budget transfer from STC to Workforce Development due to this being incorrectly allocated.</p> <p>The Capital slippage was currently £1.984m, which due to slippage in Engineering had increased by £855,000 since period 6.</p>	
224/22	<p>Call Over</p> <p>The following reports were not called over, and therefore all recommendations contained within them were agreed:-</p> <ul style="list-style-type: none"> - Integrated Risk Management Plan – progress update - Corporate Risk Register Review Quarter 3 2022-23 	
225/22	<p>Integrated Risk Management Plan – progress update</p> <p>ACFO provided SLT with an update on the latest position in terms of delivery of the IRMP and the associated revenue and capital savings forecasts.</p> <p>Since January 2022, the original project team has been strengthened, a considerable amount of more detailed planning has taken place, and significant progress has been made on implementation of all seven</p>	

	<p>workstreams. As of December 2022, 9 of the 29 individual work packages are now complete, and all others are in progress.</p> <p>SLT noted the status of IRMP delivery, the latest forecast IRMP savings profile and approved this update for onward submission to the Scrutiny & Audit Panel on 19 January 2023.</p>	
226/22	<p>Command Support Units</p> <p>ADoOSR sought approval from SLT to agree, in principle, the change of approach currently taken to the Command Support Units in ESFRS.</p> <p>SLT agreed to:</p> <ol style="list-style-type: none"> 1. extend the life of one of the current CSU vehicles but not update the technology, accepting this up to a period of 5 years. 2. the next steps, including the development of a fully costed specification. 	
227/22	<p>Corporate Risk Register Review Quarter 3 2022-23</p> <p>This report outlines the Quarter 3 position for 2022-23. It details the corporate risks identified and how they have or are being mitigated. There have been no additional risks or changes to risk scores since the last quarter report.</p> <p>SLT agreed the Quarter 3 Corporate Risk Register including changes made since Quarter 2 and requested updates for CR11 – Spread of infectious pandemic diseases and CR14 – Health & Safety compliance prior to the Scrutiny & Audit Panel on 19 January 2023 and identified any further information or assurance required from Risk Owners.</p> <p>DCFO and ADoOSR would provide their updates outside of the meeting for inclusion.</p>	
228/22	<p>Performance Report for Quarter 2 2022-23</p> <p>ADoP&I presented the results and direction of travel of Quarter 2 2022/23 from Quarter 2 2021/22 and the projected end of year results for 2022/23.</p> <p>The refresh of the performance measures considered by SLT in June was presented to the Scrutiny and Audit Panel on 10 November 2022. The Panel agreed the 35 indicators from the list of 122 that had been considered by SLT to be reported quarterly. The S&A Panel also considered the current priority areas and have suggested that the number of home safety visits and those delivered to vulnerable people are combined and agreed to delete confining fires to the room of origin as a priority area.</p> <p>The S&A Panel were presented with an example performance report that will be recreated through the Inphase system, now that the indicators have been agreed. This report will provide a high-level summary of performance colour coded by the performance rating. ADoPS would provide ADoP&I details ahead of the Members Seminar on 29 March 2023.</p> <p>SLT:</p> <ol style="list-style-type: none"> 1. considered the performance results and progress towards achieving the Service's purpose and commitments. 	

	<p>2. considered the performance results and remedial actions that have been taken to address areas of under performance in the Fire Authority's priority areas.</p> <p>3. noted the changes to the priority areas as contained in paragraph 3.1; and</p> <p>4. noted that a new quarterly performance report will be created, however as several the indicators are NEW, processes will need to be put in place to enable capture of the data if it is not already recorded. This work will begin in Quarter 3 and as more indicators are developed, they will continue to be added into the report.</p>	
229/22	<p>Corporate Strategies Activities Monitoring Plan Quarter 2 2022-23</p> <p>ADoP&I stated that this report contains information on the progress made on the key actions up to the end of Quarter 2 2022/23 and was considered by the Assurance Performance and Governance Group at its meeting on 8 November 2022.</p> <p>There are 123 agreed actions undertaken to progress the Service's Strategies for 2022/23.</p> <ul style="list-style-type: none"> • 86 are currently on track to meet the target with at least 90% of the target achieved for quarter 2 • 4 are between 70% and 90% of the target achieved for quarter 2 • 33 have less than 70% of activity target achieved for quarter 2 • Of the above, 16 activities have not been updated this quarter. <p>SLT:</p> <ol style="list-style-type: none"> i) reviewed the Quarter 2 2022/23 Corporate strategies activities monitoring report. ii) assured itself that the progress comments reflect actual progress and direct managers to update where necessary prior to it being considered at Scrutiny and Audit Panel. iii) identified further information and assurance was required via a broader plan which DCFO would pick up with ADoP&I. 	<p>DCFO/ ADoP&I Feb 23</p>
230/22	<p>SLT Forward Plan 2022/23 and FA/Members Seminar Forward Plan</p> <p>SLT noted the forward plans for 2022/23, which was a useful overview for the coming months.</p> <p>Protection Resourcing/Workforce Planning would be combined with the Protection Uplift Grant Spend at the S&A Panel on 19 January 2023. ACFO advised that the Primary Authority Partnership report would be taken to a later S&A Panel in April.</p> <p>The suspension of attendance standards during periods of Industrial Action report would be taken to the P&R Panel.</p> <p>It was agreed to defer the 4 scheduled items for the Members Seminar on 24 January 2023 to allow the time for an MTFP and Industrial Action update ahead of the Fire Authority meeting on 9 February 2023. It was also agreed to do a verbal update on the HMICFRS Inspection report at this Members Seminar (rather than Panels).</p>	

231/22	<p>London Fire Brigade Independent Cultural Review (AFSA response)</p> <p>ADoPS noted that AFSA recognise the issues for FRS's and had offered their support and assistance if needed.</p> <p>A SLT discussion took place where it was agreed to pick up on staff concerns, general understanding and the wider issues following the findings of the HMICFRS Inspection report. Consideration was given for an opportunity for collective reflection across the service and also include the LFB review, outcomes from South Wales FRS and to reflect on our position and way forward. This would be picked up at a future SLT Away Day.</p>	
232/22	<p>Any Other Business</p> <p><u>Audit Plan</u> ADoR/T provided a short update on the audits, noting that 3 would be deferred until next year. Internal Audit had been advised and their contracted time had been reduced from 70 to 53 days accordingly. It was noted that with the recent HMICFRS Inspection and external audit in place, there were no unknown issues and ESFRS would make sure what can be done is done prior to Internal Audit undertaking any further work.</p> <p><u>SECamb Industrial Action</u> ADoOSR provided an update from WSFRS and noted heightened anxiety in West Group due to those who have dual contracts. Insurance arrangements and clinical requirements were discussed.</p> <p><u>Comms priorities</u> CMM noted that the Comms Team would be tied up with a number of priority areas across the next 6 weeks which would include Industrial Action, MTFP/budget proposals and the publication of the HMICFRS report.</p>	
233/22	<p>Date of Next Meeting</p> <p>The next meeting will be held on 25 January 2023</p>	