

**NON CONFIDENTIAL MINUTES
MINUTES OF SENIOR LEADERSHIP TEAM HELD ON 18 OCTOBER 2022**

Present: Dawn Whittaker, Chief Fire Officer
 Dave Norris, Deputy Chief Fire Officer
 Mark Matthews, Assistant Chief Fire Officer
 Duncan Savage, Assistant Director of Resources/Treasurer
 Hannah Scott-Youldon, 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: None

		Action
182/22	<p>Minutes of the Meeting held 20 September 2022</p> <p>The non-confidential minutes of the meeting held on 20 September 2022 were approved as an accurate record.</p>	
183/22	<p>Matters Arising</p> <p>None.</p>	
184/22	<p>Action Points from Matrix</p> <p><u>77/22 Staff suggestion scheme</u> ADoPS advised that an update on Employee Engagement would be brought to next month's SLT meeting, which would also include this matter.</p> <p><u>121/22 SEORGG request</u> ADoOSR had discussed this at POSAA's on 13 October 2022 in order to recognise and contribute to the regional work taking place. A bid would be made by via Star Chamber for a 6-month post commencing in April 2023. It was noted that this would be funded from reserves for 1 year only. The relevant Finance Business Partner would be contacted to ensure this is included.</p> <p><u>138/22a Portfolio Analysis (Star Chamber)</u> A further update would be brought back to SLT in November in order to feed in the outcomes from Star Chamber process. This update would be on the agenda for the SLT Away Day on 15 November 2022.</p> <p><u>169/22 Revenue and Capital Budget 2022/23 and Capital Programme 2022/23 to 2026/27 Monitoring at Month 5</u> ADoPS provided an update on Training and stated this would be picked up in further detail at APGG on 8 November 2022 in order to focus on overtime and delivery. There was significant pressure on overtime and an overspend was forecast. ADoR/T noted that there was some Covid grant money remaining, which could be released and offset against this pressure if we could demonstrate that it was additional provision resulting from Covid. SLT would consider this option and also asked that options for delivering a managed underspend in the external training budget were presented at the next SLT. ADoP&I stated that not all officers would be attending APGG, which DCFO noted. In the first instance, Assistant Directors would discuss the options, then following APGG, formal sign off would be</p>	<p>ADoPS Nov 22</p> <p>ADoOSR Nov 22</p> <p>ADoP&I Nov 22</p> <p>ADoPS Dec 22</p>

	made at SLT in December.	
185/22	<p>Revenue and Capital Budget 2022/23 and Capital Programme 2022/23 to 2025/26 Monitoring at Month 6</p> <p>ADoR/T stated that this is the fourth report to SLT for the 2022/23 financial year and highlights the findings from the Month 6 monitoring.</p> <p>A net revenue overspend to the sum of £253,000 has been identified, due to the following pressures; Wholetime overtime and on-call training within Training, utilities due to inflationary pressures, fuel due to inflationary pressures, wholetime and overtime within Safer Communities and unachievable savings. These are offset by; rates reductions, PMO vacancies, maintenance and equipment within Engineering, Treasury Management interest receivable and additional funding.</p> <p>The forecast has reduced by £158,000 since P4. There are several potential pressures not included within the current forecast. These include additional pay awards and inflationary pressures on non-pay spend above the 2% budgeted. It is expected these may be in the region of £700,000 to £1,200,000. This is a reduction from the Month 4 position due the recent pay offer made to Grey Book staff and a review of non-pay inflation.</p> <p>The Capital Strategy has been increased to £27,927,000 to include slippage of £933,000 and allocation of spend in advance of £203,000 from 2021/22 and additional budgets for Estates to cover temperature control in sleeping pods and general schemes at £2,016,000.</p> <p>Officers have reviewed the capital plans for 2022/23 and report slippage on delivery of projects to the value of £3,159,000 (37.9%). In addition, underspend of £153,000 is expected against capital schemes.</p> <p>The position on reserves shows an opening balance of £19,161,00. The forecast net drawdown from reserves is £7,846,000, a reduction in drawdown of £3,934,000 compared to the planned drawdown of £11,780,000. This results in an estimated closing balance of £11,315,000.</p> <p>SLT noted the expected overspend in Safer Communities of £907,000 (previously forecast £1,301,600). This would be assessed via the Workforce Planning Group to ensure clarity and accuracy.</p> <p>There was a short discussion around general schemes and whether this included such things as replacement of bay doors and roofs which were too large to come under revenue.</p> <p>ADoSC noted the complexities over sickness and would clarify the wider impacts in order to make further savings.</p> <p>CFO noted the importance of conversations between Assistant Directors and their budget managers regarding financial reporting for the forthcoming period, and also in-year planning purposes with support from their Finance Business Partners.</p> <p>SLT noted the risks to Revenue Budget and the projected overspend, the Capital Programme, the reduced net forecast drawdown from reserves, grants available and spending plans together with the monitoring of savings taken in 2022/23; and current year investments and borrowing.</p>	

186/22	<p>Call Over</p> <p>All the main reports were called over for discussion at the meeting.</p>	
187/22	<p>Strategic Service Planning and Medium-Term Financial Plan Update 2023/24 to 2027/28</p> <p>This is the first report to SLT on the update of the Medium-Term Finance Plan (MTFP). An illustrative budget for 2023/24 was presented to the Fire Authority on 8 September 2022, indicating a savings requirement of £3.049m</p> <p>The Star Chamber process undertaken during September has identified service pressures, bids and savings proposals of £0.985m. The illustrative budget has been reviewed following Star Chamber and further analysis of price inflation resulting in a revised savings requirement of £3.262m.</p> <p>The Estates and Fleet capital programme totals £31.623m over the current year and MTFP period. Further analysis is required to understand the associated ongoing revenue pressures.</p> <p>ADoR/T noted that the proposals would be finalised in the coming month, in advance of the next SLT meeting in December in order to identify savings totalling up to £3m. CFO requested that this also be surfaced with Group Leaders prior to the Fire Authority meeting on 8 December, so suggested a briefing take place w/c 21 November, prior to Chairs Briefing. SLT acknowledged the magnitude of this work going forward, which were based on proposals not decisions.</p> <p>SLT noted:</p> <ul style="list-style-type: none"> (i) the identified pressures, bids and savings proposals from star chambers (ii) the revised funding gap and resulting increase in the savings requirement; (iii) activities set out in report, which aim to identify further budget options and give any additional direction to the Finance Team and Assistant Directors in terms of identifying balanced budget options 	<p>ADoP&I Nov 22</p>
188/22	<p>Corporate Risk Register Review Quarter 2 2022-23</p> <p>ADoR/T reported on and reviewed the Corporate Risk Register Quarter 2.</p> <p>CR2 Future Financial Viability – the risk score has been revised upwards to 12 (substantial - red).</p> <p>Further updates are required for CR6 – Failure to manage the effects and impacts of a major loss of staff (review of risk score) before this report is submitted to Scrutiny & Audit Panel 10 November 2022. It was agreed at this time not to change the risk score, but this may be revised going forward.</p> <p>SLT noted CR7 – Inability to respond effectively to a cyber incident and CFO commented on the forthcoming survey due from NFCC on this matter. Pre-assessment work with telent and Aristi was taking place on Cyber Essentials with the potential to commission work on cyber risk and insurance.</p> <p>SLT agreed the Quarter 2 Corporate Risk Register including changes made since Quarter 1 and agreed that the risk score for CR6 – Failure to manage</p>	

	<p>the effects and impacts of a major loss of staff event should stay at its current level. SLT also identified any further information or assurance required from Risk Owners.</p>	
189/22	<p>Internal Audit Report – HR and Payroll</p> <p>A review of HR / Payroll was carried out by Orbis Internal Audit as part of the agreed Internal Audit Strategy & Plan for 2021/22. The audit opinion given is Partial Assurance.</p> <p>The report identifies 11 areas where action is required (7 assessed as medium risk and 4 as low risk) and the draft management response sets out how the Service plans to address the audit findings. Of the 11 actions, 9 will be completed by 31 March 2023 (including six of the seven medium risk). The remaining two will be completed by 1 June 2023 (R11 – dependent on the go live of Oracle Fusion through the MBOS Project) and 31 March 2024 (R7 dependent on the development of the Data Management programme and the availability of resource post MBOS go live).</p> <p>Implementation of the 11 actions will be tracked through the CAMMS strategy system, with oversight by Assurance, Performance & Governance Group (APGG). A follow up audit will be carried out by internal audit as part of the 2022/23 Internal Audit Strategy & Plan.</p> <p>ADoP&I recommended that SLT consider a response for Members to outstanding actions dating back to 2018/19 in advance of it being requested.</p> <p>SLT approved the management response to the audit report so that it can be finalised and noted that the report will be taken to the Scrutiny & Audit Panel on 10 November 2022</p>	
190/22	<p>SLT Forward Plan 2022 and FA/Members Seminar Forward Plan</p> <p>SLT noted the forward plans for 2022, which was a useful overview for the coming months.</p> <p>ADoR/T would add PSSA to Scrutiny & Audit Panel for 10 November 2022.</p> <p>There was a short discussion on officer attendance at the Panel meetings and it was confirmed that CFO would attend. Consideration would also be given as to which Members would attend the briefing on 8 November 2022, due to their being no current Chair of the Policy & Resources Panel, following the passing of Cllr Garry Peltzer-Dunn.</p>	
191/22	<p>Any Other Business</p> <p>None.</p>	
192/22	<p>Date of Next Meeting</p> <p>The next meeting will be held on 17 November 2022</p>	