

**NON CONFIDENTIAL MINUTES
MINUTES OF SENIOR LEADERSHIP TEAM HELD ON 20 SEPTEMBER 2022**

Present: Dawn Whittaker, Chief Fire Officer (delayed arrival)
 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 (delayed arrival)
 Liz Ridley, Assistant Director of Planning & Improvement
 Julie King, Assistant Director of People Services (delayed arrival)
 Matt Lloyd, Assistant Director of Safer Communities
 Elizabeth Curtis, Communications & Marketing Manager
 Alyson Lumb, Executive Support Officer
 Sue Stanton, Executive Assistant
 Lynne Kemp, Observer

Apologies: None

		Action
166/22	<p>Minutes of the Meeting held 23 August 2022</p> <p>The non-confidential minutes of the meeting held on 23 August 2022 were approved as an accurate record.</p>	
167/22	<p>Matters Arising</p> <p><u>153/22 Corporate Community Engagement Framework</u> ADoR/T noted some queries which CMM stated would be picked up as part of the Star Chamber process.</p>	
168/22	<p>Action Points from Matrix</p> <p><u>125/21 Sustainability Task & Finish Group - Proposal for External Support</u> ADoR/T provided an update on the wider scope and action plan, noting that DCFO would be reviewing the documentation on 6 October 2022. A workshop would take place in the autumn which would also include GM's. DCFO/ADoR/T were also meeting with Cllr West and Cllr Maples in order to consider the way forward prior to further review with Members, Ricardo and through the Star Chamber process.</p> <p><u>76/22 Developing Integrated Care System (ICS)</u> ACFO stated that David Cryer no longer worked with the NHS but that there was a PO meeting in place with Adam Doyle, Chief Executive Officer, NHS on 14 October 2022. DCFO was also attending a Health & Social Care Integration Conference on 22 September and would share any details accordingly. Action complete.</p> <p><u>89/22 Financial Regulations Update</u> A further update to the financial regulations may be required post implementation of MBOS to respond to the requirements of adopting the new functionality within Oracle Fusion and new ways of working which should become clearer in due course by way of a gap analysis.</p> <p><u>92/22 Leadership and Behavioural Framework - Evaluation and Next Steps</u> SLT agreed that further work be commissioned, as reflected in the People Services Business Plan, to consider the next iteration of this work. This gives an opportunity to consider alternative delivery formats, to include the Core Code of Ethics, to align with work arising from the current staff survey</p>	<p>DCFO/ ADoR/T Nov 22</p> <p>ADoR/T Nov 22</p>

	<p>responses and how it is rolled out across the organisation. This would be brought back for an update in December.</p> <p><u>93/22 Direct Entry Update</u> NFCC had decided to place on hold the Direct Entry Programme until the New Year. ADoPS provided her views on holding current vacancy, which would be picked up as part of Star Chambers. ADoPS would also circulate details of the supernumerary SM post to SLT outside of meeting.</p> <p><u>111/22 Covid-19</u> DCFO would be meeting SM Andy Cornford ahead of the presentations at the Members Seminar on 23 November 2022 and Managers Seminar on 28 November 2022. This would be brought back to SLT in Nov.</p> <p><u>132/22a Protection Uplift Grant spend plan (2-yr FTC green book post)</u> SLT agreed to defer the decision to utilise £89,400 of the protection grant to support the recruitment of a 2-year FTC green book post to assist with Primary Authority Partnerships, which will come back come to SLT in November in further liaison with the Finance Team.</p> <p><u>132/22b Protection Uplift Grant spend plan (JF6 green book post)</u> SLT agreed in principle to utilise £200,250 of the grant to fund a JF6 green book post in protection for 3 and a half years but asked that the GM Protection consider whether an SM B 42 post would be more appropriate / effective. This would come back to SLT in November.</p> <p><u>138/22b Portfolio Analysis (Terms of Reference)</u>. An update on the way forward would be brought to SLT in December in alignment with Star Chambers.</p> <p><u>151/22 Revenue and Capital Budget 2022/23 and Capital Programme 2022/23 to 2026/27 Monitoring at Month 4</u> ADoR/T would share a draft outline of the budget setting timeline for 2023/24 with SLT ahead of it going to the Fire Authority on 8 December 2022. This would be brought to SLT in November for strategic proposals.</p> <p><u>159/22a Emergency Services Environment and Sustainability Group Charter</u> SLT had agreed to support and commit to the charter by signing up and CFO would provide a response to confirm this. It would also be added to the action plan for Members. Action complete.</p> <p><u>159/22b Members Seminars</u> It was noted that the Members Seminar on 19 September 2022 had been cancelled due to the additional public holiday, so the next one would take place on 23 November 2022. Action complete.</p> <p><u>159/22c New Website</u> CMM advised that she was working with procurement, noting that ongoing costs were likely to be higher going forwards. This would be picked up as part of the Star Chamber process and business as usual. Action complete.</p>	<p>ADoPS Dec 22</p> <p>ADoPS Nov 22</p> <p>DCFO Nov 22</p> <p>ADoSC Nov 22</p> <p>ADoSC Nov 22</p> <p>DCFO Dec 22</p> <p>ADoR/T Nov 22</p>
169/22	<p>Revenue and Capital Budget 2022/23 and Capital Programme 2022/23 to 2026/27 Monitoring at Month 5</p> <p>The Finance Manager provided SLT with an interim verbal update on the progress made since the last report and any outstanding actions.</p> <p>There would be a £100,000 additional income from treasury management. Although fuel prices were falling, there would be an additional £30,000 costs for dry riser testing (income not achieved) and also for the additional public</p>	

	<p>holiday, which would be fed into the forecast for next month.</p> <p>Further work was ongoing with ADoSC to review the forecasting of operational strength / pay and overtime in the expectation that this would be revised for P6 monitoring.</p> <p>The other main area of concern was in Training where a significant pressure on overtime and staff costs was forecast. Work to understand the drivers for this and options to reduce the pressure were ongoing with the ADoPS. There was also an opportunity to target a managed underspend on external training. The Training Centre team was seeking information from service managers on essential training needs to inform this option. This work needed to be concluded and a decision taken on the level of underspend to target, ideally in advance of P6 monitoring. DCFO would pick this up with ADoPS. ADoOSR provided an update on specialisms which would tie in with wider conversations with ADoSC.</p> <p>There was a short discussion on the Capital budget which would be refreshed ahead of next month's SLT.</p>	DCFO/ ADoPS Oct 22
170/22	<p>Call Over</p> <p>All the main reports were called over for discussion at the meeting.</p>	
171/22	<p>Command Support Units</p> <p>ADoOSR provided an overview for SLT then sought approval to agree, in principle, the change of approach currently taken to the Command Support Units in ESFRS. If approved, this would be taken to the Strategic Change Board on 19 October 2022.</p> <p>SLT had a general discussion on the key areas and CFO also suggested an additional Option 7. ADoOSR confirmed that the timeframe for costings would be the end of the year.</p> <p>SLT:</p> <ol style="list-style-type: none"> 1. Noted the Operations Committee paper which detailed the options for consideration. 2. Ratified the recommendation, in principle, from the Operations Committee to approve the preferred option 5 within the Operations Committee paper (Appendix A), subject to a Full Business Case (including costings and home Station/proximity of our partners CSUs) meaning we move from 2 smaller CSUs to one larger CSU in the Service recognising that we are able to access our partners CSU should the need arise. 3. Agreed the next steps outlined in the Section 7 of the Operations Committee paper, including the development of a full business case to defined and allocate resources and once approved, establish a formal project. 4. Approved the recommendation go to the Fire Authority in relation to a change in the Capital Programme as permission to use combine capital budget in this way would be required. ADoOSR would confirm the timeline for this change, depending on the progress of the Full Business Case. 5. Recognising the occasional need for a smaller ICU for incidents such as wildfire or to access some of the counties small/narrow streets, SLT asked ADoOSR to explore a further option. This would be to have one large ICU and a smaller ICU by extending the life of one of the current ICU's. 	

	<p>ADoOSR will need to identify any associated costs to update the technology so that it is similar to that of the technology in the proposed new larger ICU. Costings and life extension options to be brought back to SLT in due course once the ICU project has identified the technological solution.</p>	<p>ADoOSR Nov 22</p>
<p>172/22</p>	<p>SLT Forward Plan and Future Reports and Fire Authority Forward Plan and Members Seminar Overview</p> <p>CFO proposed a SLT tennis day at Hailsham Tennis Club as part of a team day out.</p> <p>There was a short overview on the upcoming Annual Awards Ceremony on 30 September 2022 and revised protocol for the Lord Lieutenant since the passing of Her Majesty The Queen. Jubilee Coins would be distributed as soon as possible through HR, with the CFO personally presenting those to SLT members.</p> <p>SLT noted the SLT Forward Plans for 2022 as follows:</p> <p>Due to the planned Industrial Action refresher training due to take place w/c 17 October 2022, it was agreed that next months' SLT meeting would be reduced in time and contain core business items only. Therefore, the BHCC Annual Legal Services Update and NILO/CTU Briefing would take place at a later date.</p> <p>It was noted that there would be a verbal JFC update from ADoOSR in November, ahead of a formal written update in January. Both the Maturity Models and Employee Engagement verbal updates were likely to slip back.</p> <p>Alternative Crewing Model for Prevention would now be brought to SLT in December.</p> <p>Internal Audit - HR Payroll Review would be brought to SLT in October but circulated in advance for review.</p> <p>The Strategic Workforce Plan would not be ready for November, so this would be moved to January instead.</p> <p>PMO Portfolio Update would come to November SLT as a final opportunity for SLT to make proposals before the Fire Authority meeting on 8 December 2022.</p> <p>ADoOSR was keeping a watching brief on ESMCP but there was no update at this time. This would be followed up in January.</p> <p>ADoP&I stated that Business Plans need to be signed off by DCFO and ACFO in December prior to being presented to SLT in January and recommended that existing rolling reviews planned for December be utilised for this purpose. It was agreed that the templates would be circulated well in advance of this.</p> <p>SLT noted the Fire Authority Forward Plans for 2022/23 as follows:</p> <p>ADoR/T noted that the Financial Regulations Update would move to the Fire Authority in February, instead of December. The Annual Report Review of JFC would be taken to Scrutiny & Audit Panel in April.</p>	

	<p>The Senior Democratic Services Officer would share details of the Purdah period ahead of next year's BHCC and other District & Borough local elections. It would likely commence on 27 March 2023 ahead of the election date on 4 May 2023.</p> <p>Noting that the Members Seminar on 19 September 2022 had been cancelled due to the additional public holiday, SLT considered the proposed agenda for November. It was agreed that Sustainability would be carried into this Seminar. The Volunteers, Capital Programme Update for Estates and Covid Review would be taken to the Seminar planned for 24 January 2023.</p>	
173/22	<p>Estates Shared Services Update</p> <p>ADoR/T provided an update on the progress of the Estates Shared Service project and to bid for funding for a shared project management resource.</p> <p>CFO and ADoR/T met with the PCC Office who had been fully supportive. The Business case still stood, but joint governance was being sought. ADoR/T confirmed that this would be a standing agenda item at other Boards and would come back to SLT as necessary.</p> <p>SLT approved the funding of a 50% share of a joint project management resource for the Estates Shared Services Project, of up to £60,000 from the Improvement & Efficiency Reserve.</p>	
174/22	<p>Any Other Business</p> <p>DCFO acknowledged the forthcoming potential changes to existing commitments due to Industrial Action and the additional support required.</p> <p>Lynne Kemp, Head of Estates thanked SLT for the invitation to attend the meeting and had found it useful.</p>	
175/22	<p>Date of Next Meeting</p> <p>The next meeting will be held on 18 October 2022 (with a reduced timeframe)</p>	