

**NON CONFIDENTIAL MINUTES  
MINUTES OF SENIOR LEADERSHIP TEAM HELD ON 21 FEBRUARY 2023**

**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

		<b>Action</b>
<b>22/23</b>	<p><b>Minutes of the Meeting held 25 January 2023</b></p> <p>The non-confidential minutes of the meeting held on 25 January 2023 were approved as an accurate record.</p>	
<b>23/23</b>	<p><b>Matters Arising</b></p> <p><u>05/23 Budget Setting/Medium Term Financial</u> ADoR/T noted that the financial impact of the final grey book pay award on 2022/23 would be reflected in the revised Month 10 report that would go to the Policy &amp; Resources Panel on 27 April 2023. The impact on 2023/24 and 2024/25 would be assessed along with an update on business rate income. SLT would need to give early consideration to options to manage the resulting pressure on the 2023/24 budget and the increase in the savings requirement for 2024/25.</p> <p><u>09/23 Workwear Update</u> ADoOSR stated that ESFRS had required a waiver in order to go directly to Hunters but this had now been agreed.</p>	
<b>24/23</b>	<p><b>Action Points from Matrix</b></p> <p><u>125/21 Sustainability Task &amp; Finish Group - Proposal for External Support</u> The outcomes of the workshop would be translated into an action plan and brought back to SLT in August prior to sharing wider with all Members in September.</p> <p><u>92/22 Leadership and Behavioural Framework - Evaluation and Next Steps</u> ADoPS provided an update on all the various strands including Lead by Example training and Employee Engagement Action Plan. Action complete.</p> <p><u>121/22 SEORGG request</u> ADoOSR confirmed that a Working Group had now been set up and Terms of Reference agreed. Action complete.</p> <p><u>198/22 Covid-19</u> DCFO confirmed that a workshop would take place on 2 March 2023 in order to develop the scope and objectives of the Post Covid Ways of Working Review.</p> <p><u>205/22 Employee Engagement Action Plan</u> ADoPS stated that the timeline was somewhat behind what had previously been presented but the roadmap was due for launch in April.</p>	<p><b>ADoR/T Aug 23</b></p> <p><b>DCFO Mar 23</b></p> <p><b>ADoPS Apr 23</b></p>

	<p><u>208/22 Design Guide Rye Female Changing and Shower Facilities</u> ADoR/T confirmed that work on the additional provision of female welfare facilities at Rye would finish before the end of March. ADoSC confirmed that the only other locations where a need for additional female welfare facilities had been identified were Seaford and Barcombe but that the Design Guide refurbishments of these stations was planned for 2024/25 and that this timeline was acceptable. Action complete.</p> <p><u>229/22 Corporate Strategy Activities Monitoring Plan Quarter 2 2022/23</u> ADoP&amp;I advised that this assurance would be included within the Business Plans being brought to SLT next month.</p>	<b>ADoP&amp;I Mar 23</b>
<b>25/23</b>	<p><b>Revenue and Capital Budget 2022/23 and Capital Programme 2022/23 to 2025/26 Monitoring at Month 10</b></p> <p>The Finance Manager reported on the findings of the Month 10 monitoring undertaken on the Revenue and Capital Budget 2022/23 and Capital Programme 2022/23 to 2026/27.</p> <p>A net revenue underspend to the sum of £110,000 has been identified, as summarised. This is due to the following underspends:</p> <ul style="list-style-type: none"> <li>• Rates reductions (£152,000)</li> <li>• PMO vacancies (£91,000)</li> <li>• Treasury Management interest receivable (£407,000)</li> <li>• Additional funding (£395,000)</li> <li>• Protection underspend (£186,000)</li> <li>• External training (£293,000)</li> <li>• IT delayed project spend (£205,000)</li> </ul> <p>These are offset by the following pressures:</p> <ul style="list-style-type: none"> <li>• Utilities due to inflationary pressures (£193,000)</li> <li>• Fuel due to inflationary pressures (£137,000)</li> <li>• Wholetime, overtime and on-call costs within Safer Communities (£1,152,000)</li> <li>• Unachievable savings (£113,000)</li> </ul> <p>The forecast has reduced by £593,000 since P8, this can be largely be attributable to:</p> <ul style="list-style-type: none"> <li>• Reduction in external training (£194,000)</li> <li>• Additional Treasury Management interest receivable (£62,000)</li> <li>• Engineering spend (£120,000)</li> <li>• Release of contingency (£250,000)</li> </ul> <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 £4,678,000 (53.7%).</p> <p>The position on reserves shows an opening balance of £19,161,00. The forecast net drawdown from reserves is £5,287,000, a reduction of £6,493,000 compared to the planned drawdown of £11,780,000. This results in an estimated closing balance of £13,870,000.</p>	

	<p>ADoR/T noted that it would be beneficial for Managers and Business Partners to review and adjust any existing commitments as we approach closedown. A revised version of this report (rather than Month 11) would be taken to Members at the Policy &amp; Resources Panel on 27 April 2023.</p> <p>It was noted that establishment numbers were coming down but there may be an additional burden on pension payments due to the number of IHR cases. Recent large-scale incidents had added to the existing overspend within Safer Communities. ADoSC provided a verbal update on OH/staffing changes and on-call officers. It was also confirmed that no further Fire Cadet schemes (West Group) would be put in place without a full business case to SLT.</p> <p>SLT noted the risks to Revenue Budget and the projected underspend, the Capital Programme, the reduced net forecast drawdown from reserves and grants available and spending plans together with monitoring of savings taken in 2022/23; and current year investments and borrowing.</p>	
<b>26/23</b>	<p><b>Call Over</b></p> <p>All the main reports were called over for discussion at the meeting.</p>	
<b>27/23</b>	<p><b>Data Management (Phase 1) scoping study</b></p> <p>DCFO/ADoR/T advised that the purpose of this report is to request £27,000 from the Improvement &amp; Efficiency Reserve to fund the proposed Data Management (Phase 1) - scoping study, the scope of which has previously been agreed by the Strategic Change Board on 6 February 2023.</p> <p>SLT noted that the SCB had agreed the scope of the proposed Data Management (Phase 1) scoping study and approved the transfer of £27,000 from the Improvement &amp; Efficiency Reserve to fund this work.</p>	
<b>28/23</b>	<p><b>Gender Pay Gap 2022</b></p> <p>ADoPS provided SLT with an overview of the figures from 2022 before submittal to the Home Office as well as approval of report for publication on the ESFRS website.</p> <p>The Services' gender pay gap has reduced in 2022, further to the decrease seen in the 2021 report. We propose to continue a series of activities and analysis to systematically address the gender pay gap at ESFRS.</p> <p>SLT approved the publication of the report content.</p>	
<b>29/23</b>	<p><b>Occupational Health Contract Review</b></p> <p>ADoPS shared a presentation which provided background detail on the collaboration agreement and the OH provision. SLT reviewed the activity report and discussed the wait times for appointments and booking process. The variety of health, wellbeing and fitness support available across the service was highlighted along with a summary of the finance and contract management.</p> <p>ADoPS would be preparing a Business Case on the provision of additional healthcare benefits through a scheme such as Benenden for SLT in April. Amendments to the KPI presentation would also be made in order to offer a</p>	<p><b>ADoPS Apr 23</b></p>

	clearer picture. SLT felt that an annual report to SLT and the Scrutiny & Audit Panel in July would be helpful going forwards.	
<b>30/23</b>	<p><b>Joint Fire Control (JFC) – Key Performance Indicator Review (year 1)</b></p> <p>ADoOSR provided a verbal summary of JFC performance information for the calendar year of 2022 which aimed to identify JFC's performance against the Key Performance Indicators and service level agreements set out within the section 16 agreement with Surrey Fire and Rescue Service.</p> <p>SLT held a lengthy discussion covering roadmaps, delegated powers and future planning and felt that going forwards, future reports should also include details on Governance, Finance and other strategic issues. It was intended to take a report to the Scrutiny &amp; Audit Panel on 20 July 2023, providing an opportunity to bring this to SLT in advance of this date.</p> <p>SLT noted the performance of Joint Fire Control over the last 12 months against the Key Performance Indicators and the action being taken to support the improvement of these KPIs and the governance wrapped around these improvements through the Operational, Tactical and Strategic JFC Boards;</p>	<b>ADoOSR Jun 23</b>
<b>31/23</b>	<p><b>CRM Project Update</b></p> <p>ACFO provided an overview which was followed by an update from the PMO Project Manager on the current position and primary objectives of the project. Key deliverables, SSRI, Prevention, Protection and planned deliverables were covered together with finances and timescales. A formal CRM update would be brought to SLT in April.</p>	<b>ACFO May 23</b>
<b>32/23</b>	<p><b>SLT Forward Plan 2022 and FA/Members Seminar Forward Plan</b></p> <p>SLT noted the forward plans for 2023, which was a useful overview for the coming months.</p> <p>It was agreed that ADoP&amp;I would provide assurance at the next meeting in March that sign off for Business Plans had taken place.</p> <p>CMM would update the presentation for Workplace visits and circulate separately outside of the meeting. Collated feedback from workplace visits would be brought to SLT in March for review.</p> <p>Primary Authority Partnership report would not be taken to Scrutiny &amp; Audit Panel on 27 April. The JFC report would be taken to Scrutiny &amp; Audit Panel on 20 July.</p> <p>Members Induction would also take place and SLT held a short discussion on possible changes to the Fire Authority following the BHCC Elections on 4 May 2023.</p> <p><u>Members Seminar (29 March)</u> SLT agreed this would have 2 topics only; Review of Sickness Absence and Service Culture. Lucy Birch would be invited in order to provide feedback from the NFCC Conference being held on 27-28 March.</p> <p><u>Members Seminar (20 April)</u> There would be an update on IRMP/MTFP (including Covid findings) and Treasury Management training.</p>	

	<p><u>Members Seminar (3 July)</u> As there will potentially be new Fire Authority Members attending, this seminar would be held at Hove Fire Station. A station tour would take place and include contaminants and facilities. The other topic would be Capital Programme Update – Estates.</p> <p><u>Members Seminar (18 Sept)</u> Provisional topics to include H&amp;S Management System and Sustainability.</p> <p><u>Members Seminar (21 November)</u> DCFO would provide an update on CRMP.</p>	
<b>33/23</b>	<p><b>Culture and Inclusion</b></p> <p>ADoPS provided a verbal update on recent activities including the introduction of a weekly Culture Club, Listening Lunches, visibility to staff around FOI's and updates from HMICFRS. ESFRS would attend the forthcoming NFCC Culture Conference between 27-28 March 2023. The overall gap analysis on this was ongoing. CFO provided a summary and personal thoughts on behaviour.</p> <p>From April onwards, DCFO will be the Senior Responsible Officer on Culture to ensure there are no gaps within the People Strategy and HMI Pillar. An HMI thematic review was expected later this year. SLT also discussed reviewing access to whistleblowing procedures, staff comms and chaplaincy/pastoral support.</p>	
<b>34/23</b>	<p><b>Minimum Service Levels Consultation</b></p> <p>DCFO gave a verbal update on the details of this consultation, which had a deadline of 3 May 2023 and the outlined the way forward. The questions would also be considered at NFCC Council on 15 March 2023. Following this meeting and discussions with HMI, DCFO would prepare and circulate a briefing note for SLT to consider. The consensus view was that the Operational Response Plan defined our minimum service level.</p>	<p><b>DCFO Mar 23</b></p>
<b>35/23</b>	<p><b>NFCC Implementation Team Update</b></p> <p>Jo Hardy provided SLT with a brief overview of the role of the Implementation Liaison Team and type of activities delivered and available to ESFRS. This included Talent Management and Workforce Planning, Maturity Models and Coaching/Mentoring. Full details of the presentation were shared with SLT after the meeting for future reference.</p>	
<b>36/23</b>	<p><b>Op Florian – Montenegro Project Update</b></p> <p>Pup Upton and Dave Thurston shared an overview on the history and background of Op Florian their recent scoping trip to Montenegro in 2022.</p> <p>There was a general discussion around potential support via fundraising events, crowdfunding and attendance at the forthcoming WFS Training &amp; Development Event together with access to the intranet for the purpose of accessing and translating manuals.</p> <p>ADoOSR would consider any suitable ESFRS appliances or equipment which could potentially be donated or made available to purchase under the MoU via Pup Upton and SPOC Trevor Funnell.</p>	<p><b>ADoOSR Mar 23</b></p>

37/23	<p><b>Any Other Business</b></p> <p><u>SLT video filming and feedback</u> CMM noted that this had been circulated for SLT to consider purposes and firm up commitments throughout 2023.</p> <p><u>Workplace visit presentation</u> CMM would update the presentation for Workplace visits and circulate separately outside of the meeting.</p> <p><u>IRMP Strategic Change Board (SCB)</u> ACFO provided an update commenting that Tranches 1 and 2 should sit within IRMP. This would be taken via the SCB but SLT would be kept updated accordingly.</p> <p><u>Grenfell Tower reflections</u> Following the recent session delivered by Steve McGuirk on 3 February 2023, CFO provided an overview on the key elements which included public inquiry, presenting evidence, presentations, definite learning on the outcomes re IT and training.</p>	
38/23	<p><b>Date of Next Meeting</b></p> <p>The next meeting will be held on 22 March 2023</p>	