

NON CONFIDENTIAL MINUTES
MINUTES OF SENIOR LEADERSHIP TEAM HELD ON 22 MARCH 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
 Chris Baker, Observer

Apologies: Alyson Lumb, Executive Support Officer

		Action
42/23	<p>Minutes of the Meeting held 21 February 2023</p> <p>The non-confidential minutes of the meeting held on 21 February 2023 were approved as an accurate record.</p>	
43/23	<p>Matters Arising</p> <p>None.</p>	
44/23	<p>Action Points from Matrix</p> <p><u>198/22 Covid-19</u> DCFO confirmed that a workshop took place on 2 March 2023 in order to develop the scope and objectives of the Post Covid Ways of Working Review. This would now be rolled over into the MTFP programme. Action complete.</p> <p><u>229/22 Corporate Strategy Activities Monitoring Plan Quarter 2 2022/23</u> ADoP&I advised that all the Business Plans were on track, in readiness for 1 April 2023. This would be discussed further under agenda item 18. Action complete.</p> <p><u>07/23 Internal Audit Consultation 2023/24</u> The draft Internal Audit Plan for 2023/24 would be taken to the Panel meetings for approval on 27 April 2023. This would be discussed further under agenda item 9. Action complete.</p> <p><u>12/23 SLT Workplace Visit feedback and presentation</u> SLT noted the Workplace Visit feedback and considered the process for sharing feedback, this would be discussed further under agenda item 13. Action complete.</p> <p><u>34/23 Minimum Service Levels Consultation</u> DCFO would prepare and circulate a briefing note for SLT to consider during April, ahead of the deadline of 3 May 2023.</p> <p><u>36/23 Op Florian – Montenegro Project Update</u> ADoOSR had considered and prepared a list of any suitable ESFRS appliances or equipment which could potentially be donated or made available to purchase under the MoU, which was almost ready to be shared. Action complete.</p>	<p>DCFO Apr 23</p>

45/23	<p>Revenue and Capital Budget 2022/23 and Capital Programme 2022/23 to 2026/27 Monitoring at Month 11</p> <p>The Finance Manager provided a verbal overview of the latest position at Period 11. There had been a number of movements since last month, including a pressure in Engineering relating to early receipt of appliances and an overspend following the update around the Grey Book Pay Offer.</p> <p>There had been a reduction in IT spend and external training had now been finalised by STC. *The Grey Book Pay Offer showed a high-level forecast in March for a 7% pay rise against the previously anticipated figures of 2%. This result is higher than expected at £852,000.</p> <p>The net position currently showed an overspend of £824,000 at end of year, but there would be further movements before the formal close down of accounts. SLT considered the possible use of general balances to the sum of £0.5m and would also check reserves, the Improvement & Efficiency fund and Covid funding against 2023/24. It was also noted that these figures would also include an estimate for Gold Book, which would be back dated to January 2022.</p> <p>The Finance Manager provided assurance to SLT that the timings for year-end would allow all factors to be aligned and to prioritise any payroll related adjustments in order to give an indication of any inflationary pressure across the service, which would be share details with SLT accordingly. A full Revenue and Capital Budget Monitoring report would be brought to SLT in April in addition to the headlines for the 2023/24 budget. ADoR/T stated that the committed spends will create a pressure.</p> <p>Despite there being no update on the Capital this month, SLT discussed borrowing costs and the granular level of monitoring. DCFO would provide an update with ADoR/T on the portfolio for the Strategic Change Board and the impact onto the revenue. SLT would consider ways to reduce the cost of borrowing and revenue during the SLT Away Day on 30 March 2023.</p> <p>CMM would prepare a comms message reminding staff to reduce their overall costs for the service, and that there is a general assessment and responsibility for the whole organisation to do this. SLT also discussed the broader implications and ADoSC mentioned use/access to FW practices and those on light duty.</p>	
46/23	<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"> - Internal Audit Strategy & Plan 2023/24 - Workplace Visit Feedback – next steps - Directorate Business Plans - Performance Report for Quarter 3 2022/23 	
47/23	<p>Productivity and Efficiency Plan 2023/24</p> <p>ADoR/T provided a summary of the position and thanked ACFO/ADoSC in particular, for the latest revisions and sought approval to submit the Productivity & Efficiency Plan to the Home Office by the deadline of 31 March 2023, prior to formal reporting to Policy & Resources Panel on 27 April 2023.</p>	

	<p>The draft Plan has been consulted on with SLT and received input from the Finance Manager and other relevant Group Managers. There are two main areas that require further work; a cross check of financial information primarily between Section 2 and Annexe B and further revisions to the sections on productivity.</p> <p>SLT commented that this was a good starting point, but DCFO would review further. There was a discussion on Council Tax flexibility going forwards and ADoP&I noted the SECamb support issue, which was already being picked up by ADoOSR/ADoSC (latest figures to be obtained).</p> <p>SLT:</p> <ul style="list-style-type: none"> a) reviewed the draft Productivity & Efficiency Plan 2023/24 and identified final amendments required. b) approved the plan as amended, for publication and submission to the Home Office by 31 March 2023 deadline, subject to further amendments c) noted that the Productivity & Efficiency Plan will be submitted for approval retrospectively by the Policy & Resources Panel on 27 April 2023. 	
48/23	<p>Internal Audit Strategy & Plan 2023/24</p> <p>ADoR/T provided an Internal Audit Plan for East Sussex Fire Authority covering the period 1 April 2023 to 31 March 2024.</p> <p>This draft strategy proposes an 80-day programme. SLT agreed that this coverage is justified by the level of risk and the requirement for assurance.</p> <p>In addition, the Service continues to progress both Cyber Essentials and Cyber Essentials Plus certification with support from Telent / Aristi. The primary reason for expanding the plan from 70 to 80 days is the continued focus on the MBOS project which will replace the Service's existing SAP ERP system with Oracle Fusion towards the end of 2023/24. SLT:</p> <ul style="list-style-type: none"> a) reviewed the proposed internal audit plan for 2023/24 and agreed that coverage is appropriate in the light of the risk the Authority faces b) approved the plan as amended, prior to submission to the Scrutiny & Audit Panel, and c) considered any changes to the suggested timings and key contacts, which would be further discussed outside of the meeting. 	
49/23	<p>Annual Statement of Assurance 2022/23</p> <p>ADoOSR presented the draft Annual Statement of Assurance 2022-23 as required by the FRS National Framework 2018 for ESFA sign-off and submission to the Home Office.</p> <p>This provides a high-level and broad outline of the activities ESFA and ESFRS have undertaken over the last 12 months and wherever possible, it is aligned with statutory duties, expectations of HMICFRS and the Strategic Plans we set out to achieve last year.</p> <p>SLT agreed to present the Annual Statement of Assurance 2022-23 to the Fire Authority to ratify for publication and agreed for this to be sent to Home Office</p>	

	<p>as required by the Fire and Rescue National Framework 2018.</p> <p>ADoPS suggested a change to the wording regarding the Health & Safety section and would provide this to ADoOSR. ADoR/T would also provide specific comments to GM Ops P&P.</p>	
50/23	<p>Assessment of the Corporate Framework and Annual Governance Statement for 2022/23</p> <p>DCFO set out how the Fire Authority has assessed the effectiveness of its governance arrangements and to seek approval of the Annual Governance Statement in line with the Accounts and Audit Regulations 2015.</p> <p>As part of this review, we have not identified any gaps in assurance over key risks or significant governance issues. The Authority has, however, identified a range of improvements to its corporate governance framework. Action Plans are in place to address the necessary improvements and these will be monitored during the year. DCFO would brief Cllr Carolyn Lambert and would feed in any further comments.</p> <p>SLT:</p> <ol style="list-style-type: none"> a) confirmed that they are satisfied with the level of assurance provided to them through this report and the Authority's governance framework and processes; b) confirmed that there were no significant governance issues that should be included in the Authority's Annual Governance Statement; and c) approved the Annual Governance Statement for consideration by Scrutiny & Audit Panel. 	
51/23	<p>Corporate Risk Register Review Quarter 4 2022/23</p> <p>SLT reviewed the Corporate Risk Register Review Quarter 4 and noted that:</p> <ul style="list-style-type: none"> • CR1 Health and Safety Compliance has been updated to amalgamate the two previous health and safety risks. • CR11 Spread of infectious pandemic diseases has been removed. <p>SLT enquired whether there were any further amendments following the outcome of pay offer and agreed that CR6 – Failure to manage the effect and impacts of a major loss of staff event, including through industrial action should be remain on the risk register but with the likelihood being brought down from a 3 to a 2 so it showed as green.</p> <p>DCFO requested that departmental risk registers continue to be considered. ADoR/T confirmed that capacity to progress this was dependent on the development of the shared risk and insurance resource with 3 other FRS's. Funding for ESFRS contribution was agreed as part of the 2023/24 budget. A workshop would likely take place in the summer.</p> <p>Further updates are required for 3 risks ahead of Scrutiny and Audit Panel in April 2023.</p> <p>SLT:</p> <ol style="list-style-type: none"> a) agreed the Quarter 4 Corporate Risk Register including changes made since Quarter 3 	

	<p>b) requested updates for CR6 – Failure to manage the effect and impacts of a major loss of staff event, including through industrial action, CR3 – Ability to meet developing legislative requirements evolving from central fire safety regulatory reviews and CR15 – Workforce Planning – Operational competence. CFO requested that the Direct Entry programme be added to CR15 and be jointly owned by ADoSC and ADoPS</p> <p>c) did not identify any further information or assurance required from Risk Owners.</p>	
52/23	<p>Workplace Visit Feedback – next steps</p> <p>SLT considered the content and presentation of the Workplace Visit feedback and next steps. CMM would pick this up with DCFO outside of the meeting.</p>	DCFO/CMM Apr 23
53/23	<p>Unified Comms Roadmap</p> <p>The ITG Team/ Lead Technical Architect provided an overview by way of a presentation.</p> <p>The roadmap outlines the steps taken to unify and improve collaboration and team working with in ESFRS. Currently the communication is fractured with some communications being utilised via WebEx teams, Microsoft Teams and other platforms. With the introduction of the Microsoft Roadmap and enablement of items such as OneDrive, SharePoint etc and at the heart of it all is the Microsoft Teams.</p> <p>This roadmap outlines the steps to get to the target state which will be Microsoft Teams as the primary communications tool for all communications. This includes Instant messaging; Conferencing (Video or Voice) and Telephony (Supported by Cisco telephony).</p> <p>SLT focussed in on the timelines for migration from WebEx Teams to MS Teams and migration to Trial Users to WebEx Dialling. ADoP&I also queried our current ESFRS switchboard number, which E confirmed would remain the same for the timebeing. CMM noted that this whole service would be reviewed going forwards. SLT wished to accelerate to use of MS Teams as main conferencing in 2023/24 but CFO noted that rooms kits still had life expectancy.</p> <p>The Lead Technical Architect provided a summary of the approach to be taken together with the roomkit lifecycle and replacement details – this would form part of post Covid ways of working, it was noted it was the intention to get it done sooner rather than later.</p> <p>SLT agreed to move forward with the migration from WebEx to Microsoft Teams and implement unified communications and approved the funding, (<i>subject to any potential impacts of moving to Softphone touch</i>). ADoR/T / ITG Manager would provide confirmation of timeline for migration to MS Teams.</p>	ADoR/T Jun 23
54/23	<p>MS Roadmap</p> <p>The ITG Team/Lead Technical Architect provided an overview of the overall programme of deployment including the move across to Onedrive and anticipated timelines of the Adoption Rings. Rollout and training was covered in addition to the migration of the G: Drive and gradual adoption of SharePoint for collaborative folders. It was noted that G: Drives would be archived and</p>	

	<p>backed up for future reference. SLT discussed retention schedules and business resourcing for this, acknowledging this was a large piece of work.</p> <p>There was a number of business projects dependent on the MS Roadmap, which included the Lifeboat system, process digitisation, record retention schedule and HR records and archiving. SLT gave approval to progress getting pricing for Adoption Ring 3.</p> <p>SLT agreed that the business roll out of MS Office 365 (Adoption Ring 4) should be treated as a business change project and should be properly resourced. SLT noted that there was currently no agreed funding for this within the IT Strategy.</p>	
55/23	<p>Digital Fireground</p> <p>CFO provided a background summary in follow up on the previous discussions which took place at the telent Annual Strategic Review on 26 January 2023, which included gathering of intelligence and improved training.</p> <p>The ITG Manager suggested focussing on those areas that deliver most value to the service and enable processes to be more streamlined in the future.</p> <p>CFO voiced the need to remove paper from the fireground (which is not time efficient), make auditable and saves time for the OpsP&P Team. GM Elder shared his thoughts on the future roadmap and recommended that the service deal with what we have first by way of a gap analysis; before we define what we need, then divorcing the normal business process away from this if necessary.</p> <p>This would be considered further in order to define the business need and take some of the current paper-based process and see if they can be done digitally. GM Elder stated that following the work around GT, there is a system in place (via paper) for multiple casualties, but this needs a co-ordinator at JFC to take messages direct to the bridgehead. ACFO would lead on this and convene an initial workshop.</p>	<p>ACFO Apr 23</p>
56/23	<p>Promoting the Magistracy, Surrey and Sussex Advisory Committee</p> <p>Sarah Peacock, Member of Surrey and Sussex Advisory Committee and Mark Durrell, Chairman of the Bench provided an overview of the role of a Magistrate.</p> <p>There was no legal qualification required and everyone is provided with a mentor. There is a requirement to sit a minimum of 13 days a year and keep up with training (initially 4-7 days training then mentoring observation and sittings for a year before starting with expenses paid). Candidates would sit in on 2 courts prior to submitting an application which would be followed by a lengthy interview. There is an expectation to do at least 5 years once fully trained. The support of an employer is needed, acknowledging the commitment required, but it is an enjoyable and rewarding role. Online support is available 24/7 if needed.</p> <p>Sarah outlined the additional role of attraction and recruitment by way of a scored interview to get to know individuals. High scores would get recommended upwards. There were other voluntary roles like mentoring and appraisers and the Magistracy was also keen to encourage younger people.</p>	

	CFO agreed to share details across the service and consider adding leaflets to pre-retirement packs.	
57/23	<p>Directorate Business Plans 2023/24</p> <p>ADoP&I stated that the plans are an outcome of the Service's strategic planning framework and contain the high-level activities for each department for the following year. SLT noted:</p> <ol style="list-style-type: none"> 1. that the 2023/24 Corporate and Directorate Business Plans have been agreed by the responsible Service Directors. 2. that the Directorate Plans will go live on 1 April 2023. 3. that the Strategy development timetable and that two strategies are due to be refreshed in 2023/24. 4. and considered the Strategy development timeline in Appendix A and inform of any changes. 	
58/23	<p>Performance Report for Quarter 3 2022/23</p> <p>ADoP&I stated that this report provides SLT with a summary of service performance information for Quarter 3 2022/23 compared to Quarter 3 2021/22 and the projected end of year results for 2022/23.</p> <p>The report contains information against 21 indicators. Additional information on sickness and ESFRS road traffic collision data is also contained in the report as requested by Members. The report includes additional narrative regarding the Service sickness levels and actions that are being taken to address this issue.</p> <p>SLT considered the:</p> <ol style="list-style-type: none"> 1. performance results and progress towards achieving the Service's purpose and commitments as contained in Appendix A. 2. performance results and remedial actions that have been taken to address areas of under performance in the Fire Authority's priority areas. 	
59/23	<p>SLT Forward Plan 2022 and FA/Members Seminar Forward Plan</p> <p>SLT noted the forward plans for 2023, which was a useful overview for the coming months.</p> <p>It was confirmed that Fort Road would be added to the Policy & Resources Panel agenda for 27 April 2023, as this was a variation to capital programme and risk to the grant. This would be added as an Appendix to Budget Revenue Finance report and would be the only item for P&R confirmed at this time.</p>	
60/23	<p>Disposal of the ESFRS Fire Bike</p> <p>ADoSC updated SLT on this report and stated that under the capital replacement programme our current Fire Bike is due for replacement. Its usage over recent years has diminished to the point where is barely used and the cost-effectiveness of retaining it as a resource is no longer viable.</p> <p>ADoR/T clarified that the Fire Bike was purchased by ESFRS through its capital programme with funding from the Sussex Safer Roads Partnership. We have approached the SSRP Ops Team and Sussex Police casualty reduction</p>	

	<p>officers to explore the SSRP taking over ownership and responsibility for the Fire Bike, but they have declined on the basis that the SSRP does not have the capacity to provide riders, admin support to allocate its use and, like us, cannot justify its use on financial grounds.</p> <p>The report proposes to dispose of the Fire Bike in accordance with the Disposal of Equipment, Materials and Land manual note and allocate allocation of the proceeds of sale to the Prevention budget to offset expenditure on Fire Cadets.</p> <p>SLT agreed the disposal of the ESFRS Fire Bike and also the discussion with ADoR/T and ADoOSR regarding allocation of the proceedings from the sale to the Prevention budget to offset against the cost of delivering Fire Cadets.</p> <p>ADoSC stated that the financial amendments within the report had been addressed outside of the meeting. The proceeds of the sale of the Fire Bike will go back into Engineering assets as per all other equipment (not Fire Cadets) in order to close down the engagement workstream.</p>	
61/23	<p>Any Other Business</p> <p><u>BHCC Elections</u> CFO noted the potential for change for Fire Authority Members and the implications of that and requested a separate preparation session for SLT going forwards.</p> <p><u>NFCC Council</u> DCFO provided an update following his recent virtual attendance on 14-15 March 2023. This included Environment & Sustainability and Minimum Service Level Agreements; Dan Minshull will advise on which FRS's will be visited but there was general agreement across FRS's. ELP improvements would be made, noting it was still a valid programme. Other discussions around FRS Culture and the College for Fire. The most likely option was a joint College of Police & Fire, more would be known in the summer. Health & Wellbeing across the FRS's was mentioned, DCFO noted that some recommendations and workstreams may be helpful for ESFRS to adopt.</p> <p><u>LGA Annual Fire Conference</u> DCFO provided feedback from Cllr Carolyn Lambert who attended with Cllr Roy Galley. The Fire Minister also attended virtually. The agenda covered the generous increases locally, but it was noted that it was up to FRS's to fund the rest, the zero tolerance on culture and that there was no conclusion on NJC as yet.</p> <p><u>Resilience Framework</u> Started in 2021, local Resilience Officers difference between societal and local resilience. DCFO had taken part in the panel and used GP referrals as an example, this had created traction and interest from others.</p> <p><u>Roedean Gym</u> ADoR/T reminded SLT of the ongoing negotiations with BHCC about the ownership of the gym at Roedean. SLT agreed that it accepted the proposal to transfer ownership from BHCC to ESFRS but with a restriction that prevented the future sale of the site / building.</p> <p><u>I&D Managers Update</u> Following recent interviews, ADoPS stated that this role had not been filled and was considering alternative options and would discuss with CFO further.</p> <p><u>Annual Awards Ceremony</u> CMM was considering a refresh next year (if</p>	

	<p>Comms continue to arrange it) and sought SLT's view of award recognition and possible sponsorship, which other FRS's were already doing.</p> <p><u>Whats App/Social Media Security</u> CMM highlighted the timing around the social media policy update and removal of Whats App from within the Service. DCFO to pick-up outside of meeting with CMM. Daryll Luxford would carry out a specific piece of work around TikTok and liaise with DCFO in SRO role and the ITG Manager accordingly.</p> <p><u>SLT reports</u> DCFO gave SLT a reminder about the timely submission of SLT reports for SS and allow others to read and review them in timely fashion.</p> <p><u>IRMP Update</u> Chris Baker provided an update and noted that the FBU had accepted the revised proposal on DCDS earlier today, which had been a service lead decision.</p>	DCFO/CMM Apr 23
62/23	<p>Date of Next Meeting</p> <p>The next meeting will be held on 26 April 2023</p>	