

**NON CONFIDENTIAL MINUTES
MINUTES OF SENIOR LEADERSHIP TEAM HELD ON 23 AUGUST 2022**

Present: Dawn Whittaker, Chief Fire Officer
Dave Norris, Deputy Chief Fire Officer
Mark Matthews, Assistant Chief Fire Officer
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
Claire George, Observer

Apologies: Duncan Savage, Assistant Director of Resources/Treasurer
Hannah Scott-Youldon, Assistant Director of Operational Support & Resilience
Liz Ridley, Assistant Director of Planning & Improvement

		Action
148/22	Minutes of the Meeting held 26 July 2022 The non-confidential minutes of the meeting held on 26 July 2022 were approved as an accurate record.	
149/22	Matters Arising None.	
150/22	Action Points from Matrix <u>125/21 Sustainability Task & Finish Group - Proposal for External Support</u> DCFO/ADoR/T would meet to progress the wider Sustainability / Climate Change Action Plan ahead of it going the Members Seminar on 19 September 2022. <u>121/22 SEORGG request</u> ADoOSR stated there was a watching brief in place on this project and the new regional role, due to the huge investment already made in CRM and SSRI process and some budgetary work was currently undertaken. ACFO advised that a report would be brought to SLT in October. <u>130/22a Revenue and Capital Budget 2022/23 and Capital Programme 2022/23 to 2026/27 Monitoring at Month 3 (vacancy management)</u> ADoPS confirmed that an action sheet was already in place to keep track of vacancy management which would be incorporated into the workforce planning scope and also act as an audit trail for agency staff. The wider focus on savings would be considered further at the SLT Strategic Away Day on 15 November 2022. Action complete. <u>130/22b Revenue and Capital Budget 2022/23 and Capital Programme 2022/23 to 2026/27 Monitoring at Month 3 (discretionary spend)</u> Opportunities to manage generic spend was already being monitored and would form part of the star chamber process. This would be considered further at the SLT Strategic Away Day on 15 November 2022. Action complete. <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	ADoR/T Sep 22 ADoOSR Oct 22 ADoSC Sep 22

	<p>whether an SM B 42 post would be more appropriate / effective.</p> <p><u>132/22c Protection Uplift Grant spend plan (conflict of interest)</u> DCFO had discussed the potential conflict of interest with ADoSC, which had now been resolved. Action complete.</p> <p><u>138/22b Portfolio Analysis (Terms of Reference)</u> DCFO would circulate the Terms of Reference for the PMO to SLT for their consideration on the recruitment and resources required plus a review and refinement of PMO process and templates. An update on this ongoing piece of work would be brought to SLT in September.</p>	<p>DCFO Sep 22</p>
<p>151/22</p>	<p>Revenue and Capital Budget 2022/23 and Capital Programme 2022/23 to 2026/27 Monitoring at Month 4</p> <p>The Finance Manager reported on the findings of the Month 4 monitoring undertaken on the Revenue and Capital Budget 2022/23 and Capital Programme 2022/23 to 2026/27.</p> <p>A net revenue overspend to the sum of £411,000 has been identified, due to pressures such as wholtime overtime and on-call training within Training and Safer Communities, utilities and fuel due to inflationary pressures and unachievable savings.</p> <p>The forecast has increased by £154,000 since P3 and is offset by reductions in external training and maintenance and equipment within Engineering.</p> <p>The current year Capital Budget has been updated to £8,738,000 (Property £4,428,000 and Fleet and Equipment £4,310,000) including slippage of £933,000 brought forward from 2021/22, allocation of spend in advance of £166,000 from 2021/22 and an additional £721,000 for Estates to cover temperature in sleeping pods and general schemes.</p> <p>Officers have reviewed the capital plans for 2022/23 and report slippage on delivery of projects to the value of £3,299,000 (37.8%). In addition underspend of £143,000 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 £9,186,000, a reduction in drawdown of £2,594,000 compared to the planned drawdown of £11,780,000. This results in an estimated closing balance of £9,975,000.</p> <p>ADoSC commented on the excellent support being provided by the Business Partners and felt confident that we were now in a position to be able to extract further detail, particularly with regards to overtime and the associated impacts. This increased visibility would lead to refinement of how we implement IRMP in the future. A general discussion on the wider scope of this work followed.</p> <p>SLT discussed the under-achievement in the training income of £13,000 and ADoPS was currently reviewing commercial training.</p> <p>Consideration was given to the next steps for further messaging around the need to make savings, which had already been shared at the Managers Seminar. This would be considered further at the SLT Strategic Away Day on 15 November 2022. DCFO was currently liaising with ADoR/T regarding the draft strategic agenda.</p>	

	<p>It was agreed to update Members on the Medium Term Financial Plan (MTFP) at the Members Seminar on 23 November 2022 ahead of it going to the Fire Authority on 8 December 2022. CMM would draw up a timeline of what is needed and when.</p> <p>SLT noted the risks to Revenue Budget and the projected overspend, risks to the Capital Programme, increased net forecast drawdown from reserves and the grants available and spending plans together with the monitoring of savings taken in 2022/23; and current year investments and borrowing.</p> <p>It was noted that due to the impact of MBOS and budget setting the provision of formal budget monitoring reports to SLT will move to bi-monthly on a temporary basis, with a verbal update in alternate months.</p>	<p>CMM Sep 22</p>
<p>152/22</p>	<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"> - Core Code of Ethics – Progress Update - Performance Report Quarter 1 - Corporate Strategies Activities Monitoring Plan Quarter 1 2022/23 	
<p>153/22</p>	<p>Corporate Community Engagement Framework</p> <p>CMM stated that the report sets out proposals, budget and roles and responsibilities to deliver against the following objective in the Communications, Engagement and Consultation Strategy 2021-2024.</p> <p>Taking into account the renewed pressures on our finances, the report sets out a revised set of scaled-back options which reduce the need for funding while aiming to achieve the same outcomes.</p> <p>SLT reviewed the outline of the report, proposed activities and considered the budget implications. The option to offer vouchers was not agreed, but SLT felt the other options put forward provided positive safety messages.</p> <p>SLT approved the progression of each of the following options as set out in Section 3 with the associated budget for 2023/24 (excluding staff time):</p> <ul style="list-style-type: none"> a) Conversation Cafes - hold between 2 and 3 times a year – no additional budget required at this time. b) Meet your crew – no additional budget required as promotional items can be purchased using existing Communications budget if the events continue, but agreed for this to be run outside of Station Open Days. c) In person Town Meeting - pilot event in Uckfield – budget required excluding staff time £905 d) Online town meetings - pilot event – no additional budget required at this time e) Youth e-Panel of up to 75 individuals (ideally 25 from each group area) - budget required excluding staff time £1,750, was agreed in principle subject to reduction by £750 as part of the refreshed budget. 	

	<p>f) Deliver a co-ordinated programme of attendance at events with a set of key messages – no additional budget required at this time</p> <p>SLT approved the use of staff/CFA time to meet responsibilities as set out in Section 4.</p> <p>SLT agreed that an evaluation report will be submitted to SLT to help determine whether the 2023/24 events should be repeated and funded on a permanent basis, and included in the next iteration of the Communications, Engagement and Consultation strategy.</p>	
154/22	<p>Core Code of Ethics – Progress Update</p> <p>CMM noted that this report provides SLT with an update on work required by ESFRS) to implement the Code of Ethics Fire Standard which has been issued and adopted for Employees.</p> <p>The gap analysis for the Standard has been carried out by ESFRS using national guidance.</p> <p>SLT noted the progress of the Service in implementing the National Code of Ethics; the move into business-as-usual as set out in section 4; and confirmed its commitment to the Code of Ethics.</p>	
155/22	<p>Annual Performance Outcome 2021/22</p> <p>This report provides SLT with details of East Sussex Fire Rescue Service's annual performance for the period April 2021 – March 2022.</p> <p>Eight of the top-level indicators improved or met the target set in 2021/22 (50%) and eight have declined against the previous year.</p> <p>DCFO provided a summary from recent APGG meeting and commented on the Every Contract Counts leaflet which included contacts without the performance information and how the service could encourage the public to get in touch.</p> <p>SLT were content to support the printing of copies and distribution via the printing budget and supported this approach in principle, subject to the response and that any impacts are recorded.</p> <p>SLT noted the performance results and progress towards achieving the Service's purpose and commitments and the remedial actions that have been taken to address areas of under performance in the Fire Authority's priority areas.</p>	
156/22	<p>Performance Report Quarter 1 2022/23</p> <p>This report provided SLT with a summary of service performance information for Quarter 1 2022/23 compared to Quarter 1 2021/22 and the projected end of year results 2022/23.</p> <p>SLT considered:</p> <ol style="list-style-type: none"> 1. the performance results and progress towards achieving the Service's purpose and commitments as contained in Appendix A. 	

	<p>2. the performance results and remedial actions that have been taken to address areas of under performance in the Fire Authority's priority areas.</p>	
157/22	<p>Corporate Strategies Activities Monitoring Plan Quarter 1 2022/23</p> <p>This report contains information on the progress made on the key actions up to the end of Quarter 1 2022/23. These activities are currently within eleven existing / refreshed strategies. There are 84 agreed actions undertaken to progress the Service's Strategies for 2022/23.</p> <p>SLT reviewed the Quarter 1 2022/23 corporate strategies activities monitoring report and assured itself that the progress comments reflect actual progress and direct managers to update where necessary prior to submission to the Scrutiny and Audit Panel.</p>	
158/22	<p>SLT Forward Plan 2022 and FA/Members Seminar Forward Plan</p> <p>DCFO recommended an addition to the template on the front page of the SLT reports which would show a report had been signed off by an AD prior to its submission ahead of each meeting. This would be introduced in the coming months.</p> <p>SLT noted the forward plans for 2022, which was a useful forward-looking overview and provided some updates for September, which were added accordingly. CMM confirmed that the Business Services Review would be ready at the end of the year, not October.</p> <p>With regards to the next Members Seminar on 19 September, it was agreed to move the 4F collaboration item to a later date and possibly include contaminants instead. ADoPS also suggested a Health & Safety update be included in the future, noting that Cllr Carol Theobald was Lead Member.</p> <p>PEEPS/Building Risk Regulator would also be taken to the Members Seminar on 23 November.</p> <p>It was also agreed to update Members on the Medium Term Financial Plan (MTFP) at the Members Seminar on 23 November ahead of it going to the Fire Authority on 8 December 2022.</p> <p>As a rule, it was noted that seminar agendas would be limited to only 3 topics per seminar in order to give each one sufficient time for discussion.</p>	
159/22	<p>Any Other Business</p> <p><u>Emergency Services Environment and Sustainability Group Charter</u> CFO had received a letter from NFCC Leads Ben Brook and Mark Rist requesting our support and commitment by signing a charter. SLT agreed to sign up to this commitment and CFO agreed to provide response to this request. This would also be added to action plan for Members.</p> <p><u>NFCC CFO call</u> CFO provided a short update following this morning's call:</p> <ul style="list-style-type: none"> • Pay position statement due out tomorrow • Immediate Detriment, an independent review of pension administration was being reviewed which SLT would consider further before the pack was issued to Members. NJC are meeting with FBU and there is now a revised framework agreement due to go for agreement in early September in order 	<p>CFO Sep 22</p>

	<p>to help to facilitate FRS's when consider ID payments (for both Tier 1 and 2).</p> <ul style="list-style-type: none"> • The Firefighters Memorial Trust Annual Service of Thanksgiving & Wreath Laying Ceremony was due to take place in London on 4 September 2022. DCFO was attending. • World Book Day takes place on 2 March 2023 – SLT would offer their support by going into school to read a selection of books. Comms would flow near to the date. <p><u>Strategic On-Call Briefing</u> ADoSC had attended and provided SLT with an update, it was noted that briefings would now taking place on a quarterly basis.</p> <p><u>Home Office Visits</u> DCFO provided feedback on the recent visits which took place on 18 and 22 August and included a range of colleagues. Jenna Marsh and Daniel Minshull, Fire Strategy and Reform were both signed up as part of the FRS Network, which is run by the Home Office and 'piggy backs' onto FRS's and have chosen ESFRS which would prove a useful relationship to build on going forwards.</p> <p><u>HMICFRS Inspection</u> The last outstanding documents requested by the HMI Team were being collated. A meeting would take place on 25 August 2022 to ensure it is all collated and ready to be sent off the following week.</p> <p><u>Managers Seminars</u> Following a short conversation on attendance, this would be picked up outside of the meeting by CMM/ADoPS.</p> <p><u>New website</u> CMM provided an outline of the current options which SLT considered all aspects; including reputational issue, costs, security, quality of site and it being public engagement tool. In principle, SLT agreed for CMM to continue to repurpose the funding and prepare a business case to scope out the preferred way forward.</p>	<p>CMM/ ADoPS Sep 22</p> <p>CMM Sep 22</p>
160/22	<p>Date of Next Meeting</p> <p>The next meeting will be held on 20 September 2022</p>	