

**NON CONFIDENTIAL MINUTES  
MINUTES OF SENIOR LEADERSHIP TEAM HELD ON 24 MAY 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-Youlton, 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>85/23</b>	<p><b>Minutes of the Meeting held 26 April 2023</b></p> <p>The non-confidential minutes of the meeting held on 26 April 2023 were approved as an accurate record.</p>	
<b>86/23</b>	<p><b>Matters Arising</b></p> <p>None.</p>	
<b>87/23</b>	<p><b>Action Points from Matrix</b></p> <p><u>205/22 Employee Engagement Action Plan</u> ADoPS stated that the roadmap had not yet been launched but a meeting would take place on 31 May 2023 to discuss this further and consider a re-prioritisation to the original plan.</p> <p><u>31/23 CRM Project Update</u> A formal CRM update would be brought to SLT in June which would include the MTFP refresh.</p> <p><u>34/23 Minimum Service Levels Consultation</u> DCFO had now submitted the response to this consultation and further updates would be shared following a forthcoming meeting with the Home Office. It was noted this matter was also due to be discussed in parliament. Action complete.</p> <p><u>52/23 Workplace Visit Feedback – next steps</u> A finalised version of the presentation would be circulated to SLT once it had been agreed for sign off. The proposal for sharing feedback had been shared previously. Action complete.</p> <p><u>61/23 WhatsApp/Social Media Security</u> DCFO had followed this matter up outside of meeting and was satisfied on the current position, but agreed to bring this back to SLT if policies or usage were to change in the future. There was a short discussion on AI as a potential useful tool going forwards. DCFO would make initial enquires with the Information Security Manager and Simpsons. Action complete.</p> <p><u>76/33 Values and Culture in FRS – gap analysis</u> This would be discussed in great detail under agenda item 10. Action complete.</p>	<p><b>ADoPS /CMM Jun 23</b></p> <p><b>ACFO Jun 23</b></p>

88/23	<p><b>Revenue and Capital Budget 2022/23 and Capital Programme 2022/23 to 2026/27 Monitoring – Provisional Outturn</b></p> <p>The Finance Manager reported on the Revenue and Capital Budget 2022/23 and Capital Programme 2022/23 to 2026/27 provisional outturn.</p> <p>The provisional outturn is a net revenue overspend of £357,000 which is an increase in spend of £467,000 from the position identified in the last report to SLT of £110,000 underspend.</p> <p>The provisional outturn is due to the following pressures:</p> <ul style="list-style-type: none"> <li>• Wholetime, overtime and on-call costs within Safer Communities (£1,950,000)</li> <li>• Utilities due to inflationary pressures (£193,000)</li> <li>• Fuel due to inflationary pressures (£136,000)</li> <li>• Unachievable savings within Prevention (£97,000)</li> </ul> <p>This is due to the following underspends:</p> <ul style="list-style-type: none"> <li>• Additional funding (£459,000)</li> <li>• Treasury Management interest receivable (£415,000)</li> <li>• IRMP Crewing Pool (£319,000)</li> <li>• IT delayed project spend &amp; underspends (£281,000)</li> <li>• Protection underspend (£169,000)</li> <li>• Rates reductions (£152,000)</li> <li>• PMO vacancies (£87,000)</li> </ul> <p>The provisional outturn is £467,000 higher than the P10 forecast, this can be largely attributed to:</p> <ul style="list-style-type: none"> <li>• Grey book pay award (£535,000)</li> <li>• Joint Fire Control (£138,000)</li> <li>• Offset by</li> <li>• Procurement underspends (£121,000)</li> </ul> <p>A review of the 2022/23 provisional capital outturn by officers has identified slippage to the value of £513,000 (12.4%).</p> <p>ADoR/T and ADoOSR provided an overview of the current slippage in Estates and changes to fleet. SLT considered the Safer Communities budget with regards to overtime and FTCs and it was agreed that a more detailed report and analysis would be brought to SLT in June, which would seek to assess the potential ongoing pressure in 2023/24 and actions necessary to reduce it. A broader discussion took place around long term sickness, establishment, fitness standards and crewing, noting the new policy was due to go live in June 2023.</p> <p>The position on reserves shows an opening balance of £19,161,00. The net drawdown from reserves is £4,701,000, a reduction of £7,079,000 compared to the planned drawdown of £11,780,000. This results in a closing balance of £14,460,000,</p> <p>SLT noted the provisional 2022/23 Revenue Budget outturn, provisional Capital Programme outturn including the overspend set out in para 8.6.1; net drawdown from reserves during the year together with grants available and spending plans, savings delivered in 2022/23; and cash balances invested at year end and borrowing repaid.</p> <p>SLT recommended to the Policy &amp; Resources Panel that £513,000 of Capital</p>	<p><b>ACFO / ADoR/T Jun 23</b></p>
-------	--	--

	<p>Expenditure is slipped into 2023/24. SLT also noted that the draft accounts were due out 31 May 2023, but that the overall figures were unlikely to change.</p>	
<b>89/23</b>	<p><b>Call Over</b></p> <p>All the main reports were called over for discussion at the meeting.</p>	
<b>90/23</b>	<p><b>JFC End of Year Report</b></p> <p>ADoOSR provided SLT with the JFC out-turn report for 2022/23 and outlined the key areas of the report which had been refined since the last time it was brought to SLT.</p> <p>In particular, there had now been a request to upgrade the current Vision 4.28 and move to Vision 4.34 which would put JFC in a much safer place going forwards.</p> <p>With regards to Performance Management, some of the KPI's had been enhanced and now provided more meaningful data. DCFO acknowledged the content and shared positive comments.</p> <p>There was a general discussion on the day to day running of JFC. SLT noted the contents of the report and ADoOSR agreed to take back a question around timeframes and Capita.</p>	
<b>91/23</b>	<p><b>Spotlight Report Update</b></p> <p>ADoPS provided a written review on the progress made against the HMI Spotlight Report recommendations and highlight decisions that will need to be made to meet the recommendations.</p> <p>SLT discussed Recommendation 21 which requires that Chief Fire Officers should make sure there is a full 360-degree feedback process in place for all senior leaders and managers (Assistant Chief Fire Officer and above). 5 quotes have been obtained with the best 3 based on price and quality of service. There was a recommendation for Option 3, which was to utilise the feedback service provided by BHCC, which had been used before and bore no cost, to which SLT agreed.</p> <p>SLT also discussed Recommendation 22 which requires 'all other leaders and managers in service' to have 360-degree feedback in place' which was due by September. A decision was still to be made on whether to broaden this out, so that a more accurate quote and subsequent decisions can be made.</p> <p>There was a short discussion around Equality Impact Assessments (Recommendation 27) with regards to the potential costs for additional EDI training. Further detail was also required around the setting up of a professional standards function (Recommendation 4) and this context would be expanded on to ensure clarity.</p> <p>ADoPS also shared a spreadsheet which highlighted the recommendations and where work is required and also the categories of individual spotlight recommendations.</p> <p>CFO requested drafting a response around the first set of recommendations (due on 1 June), which would provide assurance these were being actioned,</p>	

	<p>considered and adopted as necessary. ADoPS stated that they were all being linked into any new policy updates and fed into this overarching document so that an up-to-date list was readily available for scrutiny. SLT agreed to bring a further update report back to SLT in August, ahead of deadline for the September recommendations.</p> <p>SLT approved the approach to meeting Spotlight recommendations.</p>	<b>ADoPS Aug 23</b>
<b>92/23</b>	<p><b>MBOS Project Update</b></p> <p>ADoR/T provided a short introduction then the MBOS Project Manager gave an overview of the latest position. Go live was planned for w/c 6 November 2023 and there was still lots of work to be done. The project was tracking overall at red but this was expected to move to yellow at the next Project Board if the current rate of progress was maintained.</p> <p>The main areas of discussion were around:</p> <ul style="list-style-type: none"> <li>• Delivery of the training programme which would cover financial and procurement governance and budget management, as well as functional / process training via Inoapps and Oracle Guided Learning – the intention was that this training would be mandatory.</li> <li>• The importance of assurance regarding payroll particularly given the development of the interface between Firewatch and Oracle Fusion and other changes in the payroll process. This would be a key area of focus for Internal Audit.</li> </ul> <p>Key risks and issues were considered by SLT along with mandatory training, EIA's and analysis of high-level training. SLT thanked the MBOS Project Manager for a clear and helpful update.</p>	
<b>93/23</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 confirmed that the launch of the Merryweather restoration project was due to take place on 4 July 2023 in Bexhill.</p> <p>An update on BHCC Members allocation had been provided but final details were still awaited at this time.</p> <p>There would be an IRMP update for the S&amp;A Panel and also a high-level update on the position for 2024/25 taken to the P&amp;R Panel.</p> <p>The next Members Seminar was due to take place in Hove on 3 July 2023. SLT discussed whether a tour of the station or demonstration would be most appropriate for Members interest.</p> <p>Service Culture would be added onto the Members Seminar agenda for 18 September 2023 and a Protection Update given at the Seminar scheduled for 21 November 2023.</p> <p>Member attendance (both face to face and virtual), location and frequency of seminars throughout the year would be reviewed going forwards.</p>	

94/23	<p><b>Manual Notes</b></p> <p>DCFO referred to the Internal Audit report on Government actions (medium risk) regarding the number of out-of-date manual notes that the service currently has. Rep bodies had agreed to a full review of the manual notes without the need to go through consultation each time they are updated, which would be linked to guidance.</p> <p>DCFO requested an extra layer of scrutiny when going through for consultation in order to develop this new approach and provide an extra level of due diligence.</p>	
95/23	<p><b>Any Other Business</b></p> <p><u>Op P&amp;P role</u> ADoOSR discussed the outcome of the recent GM process and would consider development opportunities.</p> <p><u>Health &amp; Wellbeing Research</u> ADoPS would share further details of this after the meeting. <i>NB. SS had emailed out details post meeting.</i></p> <p><u>NFCC CFO Call</u> DCFO provided a short summary of the call that took place on 23 May 2023 which included VO2 Max and policy reviews.</p> <p><u>Home Office Engagement</u> DCFO confirmed that August visits had been scheduled and Home Office colleagues would attend SLT on 22 August 2023.</p> <p><u>Workwear</u> ADoOSR reported positive feedback from stations with regards to the change in workwear trousers to cargo style.</p> <p><u>Undress Uniform</u> ADoR/T stated that the intention was for the current contract with Hunters to be extended and noted that there was a national project to bring in a new PPE and workwear contract.</p> <p><u>Financial Benchmarking</u> ADoR/T advised that a meeting would take place with the Home Office through the Fire Finance Network (FFN) and could be a possible tool for the future.</p>	
96/23	<p><b>Date of Next Meeting</b></p> <p>The next meeting will be held on 21 June 2023</p>	