

**NON CONFIDENTIAL MINUTES
MINUTES OF SENIOR LEADERSHIP TEAM HELD ON 25 JANUARY 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
 Lisa Priestman, Observer

Apologies: None

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| 01/23 | <p>Minutes of the Meeting held 14 December 2022</p> <p>The non-confidential minutes of the meeting held on 14 December 2022 were approved as an accurate record.</p> | |
| 02/23 | <p>Matters Arising</p> <p>None</p> | |
| 03/23 | <p>Action Points from Matrix</p> <p><u>250/21 Strategic Workforce Plan</u> ADoPS confirmed this would be discussed in more detail under agenda item 12. Action complete.</p> <p><u>93/22 Direct Entry Update</u> ADoPS stated that monthly meetings were underway and an Executive meeting was scheduled for 8 February 2023. Advertisements would go out in April with recruitment due to start in September.</p> <p><u>205/22 Employee Engagement Action Plan</u> ADoPS outlined details of the road map and links to the Code of Ethics and L&B Framework and would circulate the slides outside of meeting. CFO enquired about the timeline with a view to any forthcoming periods of Industrial Action and in line with the Annual Review period.</p> | <p>ADoPS Apr 23</p> <p>ADoPS Feb 23</p> |
| 04/23 | <p>Revenue and Capital Budget 2022/23 and Capital Programme 2022/23 to 2025/26 Monitoring at Month 9</p> <p>ADoR/T and the Finance Manager provided a verbal update on the latest position.</p> <p>There was a current overspend of £92,000 which was a reduction since month 8 month and included funds released from the corporate contingency and a transfer from the Covid Reserve to cover additional training costs.</p> <p>The slippage on Capital was currently £4.4m but this was expected this rise further by year end. The level of underspend on capital projects was expected to reduce from the current forecast of £355,000.</p> | |

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| | <p>SLT noted the importance of budget managers highlighting any in year pressures or savings not yet included in the forecasting with the aim of ensuring movement post period 10 was minimised.</p> <p>SLT also noted that any grant funding remaining in the Covid Reserve that was not required to fund training could be used to support the Post Covid Ways of Working Project.</p> | |
| 05/23 | <p>Budget Setting/Medium Term Financial Plan</p> <p>ADoR/T provided an overview on the latest position following the last SLT meeting, subsequent meetings with Members and the Scrutiny and Audit Panel on 19 January 2023.</p> <p>P&R Panel had agreed to recommend to the Fire Authority a £5 increase in council tax and that the additional savings proposals in tranches 1-4 were progressed.</p> <p>The budget papers for Fire Authority would reflect:</p> <ul style="list-style-type: none"> - A better than anticipated position on the Collection Fund – overall a cost neutral position rather than a £400,000 deficit in 2023/24 (and a £200,000 deficit rather than £300,000 in 2024/25) - An updated capital programme reflecting the latest position on slippage / reprofiling, the correction of some errors in the Fleet programme, and latest price inflation impacts on Fleet. <p>Overall, the budget gap for 2023/24 reduced to £0.636m, so the call on balances would be lower and the reduction in inflation provision / contingency of £0.233m was reinstated.</p> <p>Based on current modelling the budget gap for 2024/25 reduced to £0.721m but we would not be clear on the final position until after the release of the 2024/25 settlement. Therefore, we still needed to plan to deliver savings of £0.721m by 1 April 2024.</p> <p>SLT noted that the MTFP still included funding for Wholetime Firefighter Recruitment and workforce transition and SLT.</p> <p>It was agreed that appropriate comms would be prepared in readiness for staff engagement after the Fire Authority meeting on 9 February 2023. There needed to be clarity that the additional savings proposals were a result of the need to balance the budget and were not a revision to the IRMP. In effect our forecasts indicated that we may not be able, afford to implement the IRMP in full as agreed in September 2020.</p> | |
| 06/23 | <p>Call Over</p> <p>All the main reports were called over for discussion at the meeting.</p> | |
| 07/23 | <p>Internal Audit Consultation 2023/24</p> <p>Paul Fielding, Principal Auditor provided an outline on the current areas of work/outcomes.</p> <p>SLT reviewed the current year's plan and ADoR/T advised that audit days were now 57, down from the 70 previously agreed. It was noted that</p> | |

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| | <p>everything was either underway or completed and the IHR audit was currently out in draft. Three areas had been deferred from this year, and would be included in the draft plan for 2023/24:</p> <ul style="list-style-type: none"> • <u>JFC – Contract Management</u> – ADoOSR suggested undertaking this in Quarter 3 or 4 as by then, we'd be approaching year 2, so would provide a full picture of the Implementation/Savings Plan and ensure the required savings. • <u>Pensions External Control Assurance</u> – this would focus on West Yorkshire Pension Fund and their assurance framework and reporting. • <u>People Strategy</u> - ADoPS stated that a mid-term review of the People Strategy was being progressed, in order to help define what the next one will look like. <p>The Internal Audit Strategy and Annual report would be taken to the Panel meetings on 27 April 2023.</p> <p>Paul Fielding shared a copy of the draft audit plan for 2023/24 which SLT considered and discussed in detail.</p> <ul style="list-style-type: none"> • <u>MBOS Support</u> – it was agreed to split these 20 days into smaller pieces of work and undertake throughout the year in the expectation that Oracle Fusion go live would be in Quarter 3 • <u>Office 365 - Cloud Data Governance & Migration</u> It was suggested that these be undertaken in Quarter 3 or 4 and include a future look within the implementation planning <p>SLT also considered the long list which included Contaminants, Mental Health, Aging Workforce and Culture, in addition to the following:</p> <ul style="list-style-type: none"> • <u>Corporate Health & Safety</u> – DCFO recommended this be reviewed and linked in with other ongoing reviews. Following a discussion on the timings of other H&S work planned for this year and which go live May/June, SLT agreed to start this in Quarter 4. • <u>New Legislation</u> – SLT agreed to defer this one for the timebeing. • <u>Climate Change</u> – SLT agreed to defer this one for the timebeing. <p>ADoP&I noted that the next HMICFRS Inspection was due in 2024 and submissions for that would need be in this time next year so was mindful of capacity issues and overlap and whether Peer Review could take place instead of Internal Audit reviews. SLT were also aware of the potential for forthcoming industrial action and did not wish to have to re-align this plan.</p> <p>In summary, the current list would be reviewed with Cllr Carolyn Lambert and be structured on the basis of around 80 days. The draft Internal Audit Plan for 2023/24 would be brought back to SLT in March, prior to being taken to the Panel meetings for approval on 27 April 2023.</p> | ADoR/T Mar 23 |
| 08/23 | <p>Pay Policy Statement for 2023/24</p> <p>ADoPS sought approval on the Fire Authority's Annual Pay Policy statement for the period 1 April 2023 to 31 March 2024, which would be taken to the Fire Authority meeting on 9 February 2023.</p> <p>ADoR/T would review and follow up on detail outside of the meeting. ADoPS was also asked to consider the presentation and Terms & Conditions for Senior Officers. SLT noted the Pay Policy Statement.</p> | |

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| 09/23 | <p>Workwear Update</p> <p>ADoR/T began by thanking the Procurement Team for their hard work and tenacity particularly over the last 18 months.</p> <p>The Category Specialist updated SLT on the proposed interim arrangements for workwear following the collapse of the National Framework, including options where products are changing and the associated financial implications of securing replacement supplies.</p> <p>The interim approach outlined will sustain supplies until the new collaborative arrangements are in place. The next iteration of the workwear collaboration is being coordinated by Kent FRS, via the NFCC PPE/Clothing Committee to secure Personal Protective Equipment, corporate uniform and ceremonial wear.</p> <p>Hunter provided the option to order online and other details of workwear were outlined. There was a discussion on the collar clips/epaulettes issue, CFO recommended that staff be asked the question by way of a short questionnaire with regards to removal of markings on collars. Cotton t-shirts would be available and visibility of roles when undertaking community visits and engagements was acknowledged.</p> <p>Contract and communications would follow. The Category Specialist demonstrated the outerwear which would be added to order/contract.</p> <p>SLT approved the interim approach via Hunter Apparel Ltd & identified product replacements, noted the proposals on cost and considered if any further information is required. It was noted that the EQIA would be located.</p> | |
| 10/23 | <p>Strategic Workforce Plan</p> <p>ADoPS provided a verbal update on the current position, noting this was an area for improvement highlighted in the recent HMICFRS report. There would be an approach to tap into other FRS's such as Kent FRS and Dorset & Wiltshire FRS who were strong on workforce planning.</p> <p>The OD Business Partner had worked on this with colleagues via a process of workshops which has paused during the HMICFRS Inspection but would now be re-invigorated by individual areas/Directorate in order to re-refresh this work. A slightly different approach would be taken for Safer Communities.</p> <p>The OD Business Partner would support Directorates but it was considered if any transformational funding could be used to take this wider and via a potential contract. SLT discussed whether this could be run as a project, secondment or via consultant and agreed to contact other FRSs to see how they had approached it. In the interim, the OD Business Partner would provide consistent narrative/wording for each Directorate Business Plan.</p> <p>ADoPS would scope out an initial plan, including resourcing/funding requirements and bring back to the Strategic Change Board (if it was a project) or to SLT in June 2023.</p> | <p>ADoPS Jun 23</p> |
| 11/23 | <p>Legal Update</p> <p>Liz Culbert, Acting Monitoring Officer gave an annual overview from BHCC on the legal position. The Senior Democratic Services Officer also joined for this</p> | |

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| | <p>part of the meeting.</p> <p>The key activities were outlined, which included Property, Contracts, Employment and Litigation. The Monitoring Officer was due back to work on a phased return from mid-February and Liz Culbert reassured SLT that their legal service would continue to be maintained in the interim period. A new Senior Lawyer was now in place within the Employment Team. Liz Culbert shared an up-to-date contact list.</p> <p>A summary of the feedback received from the short survey on the legal services provided was shared for awareness. SLT acknowledged the Deputy Monitoring Officer continued to be committed to ESFRS for 2 days a week. An update on the political make up within Brighton & Hove was provided with a reminder of the forthcoming BHCC Elections on 4 May 2023.</p> <p>There was an overview of strike action implications, common legal issues which often arise together with the implications of the Fire Safety and Building Acts.</p> <p>Liz Culbert would circulate slides after the meeting for SS to share with SLT.</p> | |
| 12/23 | <p>SLT Forward Plan 2023 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>SLT discussed Workplace Visit feedback and the separate issue of updating the presentation. An agreed process on feedback from last years visits, consistent messaging and updating the current presentation would be agreed outside of the meeting and brought back to SLT in March.</p> <p>The Sustainability Action Plan would be added to the agenda of the Fire Authority meeting in September (instead of February) and both June and September months would be added to the Forward Plan.</p> <p>SLT considered ways to encourage future engagement and attendance at Members Seminars and reviewed the list of forthcoming and pending topics.</p> <ul style="list-style-type: none"> • Volunteers would be removed (had already been carried out in Nov) • Capital Programme would be moved to July and take place at Hove. • Keeping Covid for March and also add Service Culture (include Webcasting). Note the potential for Member Development with LGA. • Commercial Training to ideally be carried out at STC • HSMS - defer to Sept | <p>DCFO Mar 23</p> |
| 13/23 | <p>NFCC EDI Maturity Model</p> <p>ADoPS provided a short verbal update on Talent Management. The OD Project Lead is mapping across each detail of the maturity model together with the questions in order to progress and refresh this in order to create a dashboard of rating of where we are with each one.</p> <p>A general discussion took place on assessment tools, links to the People Strategy and the suggestion to progress in stages rather than all at once. ADoPS to progress accordingly.</p> | |

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| 14/23 | <p>Letter from FBU – Excess cancer mortality rates and incidence in Firefighters</p> <p>SLT considered the letter from FBU General Secretary, Matt Wrack, dated 10 January 2023 and agreed the response to it. ADoOSR outlined the links to contaminants, but felt that an educational piece still needed to be done. In summary, this would be dealt with locally and Working groups re-invigorated.</p> | |
| 15/23 | <p>Any Other Business</p> <p><u>HMICFRS Staff Briefing (27 January)</u> CFO would give an overview on the report and opinion, 3 main pillars, staff survey results and next steps.</p> <p><u>International Women’s Day (8 March)</u> – publicity had started and there were a number of planned events taking place throughout the whole week.</p> <p><u>Managers Seminar (24 March)</u> The Firefighters Charity was currently on the agenda, SLT considered other topics.</p> <p><u>WFS Training & Development Event (9-11 June)</u> SLT were supportive to continue to offer 4 places but also considered corporate priorities. It was agreed that ADoPS/CMM would include a general framework on the learning outcomes following return to ESFRS and record its impact.</p> <p><u>Cultural Review</u> A number of FOIs had now been received from the media, which have been responded to with the appropriate data.</p> <p><u>Industrial Action</u> FBU Executive Council meet on 24 January regarding the LFB ballot. There was the potential of further 3-day FBU Executive Council w/c 30 January in advance of the NJC meeting on 7 February.</p> <p><u>NFCC ‘Family Group’ cluster cards</u> CFO shared the purpose behind the playing cards which highlighted the exercised and collaborative A series of workshops were planned which included one at LFB HQ on 1 March 2023.</p> | |
| 16/23 | <p>Date of Next Meeting</p> <p>The next meeting will be held on 21 February 2023</p> | |