

**NON-CONFIDENTIAL MINUTES  
MINUTES OF SENIOR LEADERSHIP TEAM HELD ON 26 JULY 2022**

**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  
 Julie King, Assistant Director of People Services  
 Elizabeth Curtis, Communications & Marketing Manager  
 Sue Stanton, Executive Assistant  
 Alyson Lumb, Executive Support Officer

**Apologies:** Liz Ridley, Assistant Director of Planning & Improvement  
 Matt Lloyd, Assistant Director of Safer Communities

		<b>Action</b>
<b>127/22</b>	<p><b>Minutes of the Meeting held 28 June 2022</b></p> <p>The non-confidential minutes of the meeting held on 28 June 2022 were approved as an accurate record.</p>	
<b>128/22</b>	<p><b>Matters Arising</b></p> <p><u>109/22 Revenue and Capital Budget 2022-23 and Capital Programme 2022-23 to 2026/27</u> There was a short discussion and update on pensions including the recent staff communication for FPS and LGPS members, proposed workshop and Immediate Detriment.</p>	
<b>129/22</b>	<p><b>Action Points from Matrix</b></p> <p><u>250/21 Strategic Workforce Plan (report)</u> It was anticipated that further workshops would take place to support teams, following the completion of the workforce action plan. DCFO commented that the funding for training was in hand but acknowledged that succession planning would always be linked to recruitment and have a financial impact. ADoPS confirmed that this would be finalised in the coming months in order to analyse the results then provide SLT with a further update in November.</p> <p><u>51/22 NFCC Maturity Models</u> The Inclusion Lead would provide a more detailed update for SLT in October in order to incorporate any other outcomes of the HMI Inspection/hot debrief and how this could be incorporated and used. Going forwards, this would be included as part of Employee Engagement via HR Strategy Group and not need to come back to SLT. Action complete.</p> <p><u>56/22 FRSA letter</u> Although DCFO had prepared a draft letter for comment, following the recent meeting with FRSA President Mark Palmer on 25 July 2022, it was agreed there was no longer any need to send a response. DCFO provided SLT with an update on their general discussions which included the promotion of champions. SS would provide contact details for ADoPS. Action complete.</p> <p><u>108/22 Revenue and Capital Budget 2021-22 and Capital Programme 2021-22 to 2025-26 Provisional Outturn</u> ADoSC would bring a full written report to SLT next month, following a short verbal update under agenda item 12. Action complete.</p>	<p><b>ADoPS Nov 22</b></p>

130/22	<p><b>Revenue and Capital Budget 2022/23 and Capital Programme 2022/23 to 2026/27 Monitoring at Month 3</b></p> <p>ADoR/T and the Finance Manager report on the findings of the Month 3 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 £557,000 has been identified. There are a number of potential pressures not included within the current forecast. These include additional pay awards and inflationary pressures on non-pay spend above the 2% budgeted. It is expected these may be in the region of £750,000 to £1,750,000.</p> <p>SLT needs to consider what action it may take to mitigate the risks to the revenue budget as it may be necessary to implement further controls on spend, including managing underspends and vacancy control.</p> <p>The original 2022/23 Capital Budget and five-year Capital Strategy of £25,181,000 was approved by the Fire Authority on 10 February 2022. 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>The current year Capital Budget was approved by the Fire Authority at £7,250,000 and 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>SLT reviewed the summary of each Directorate in Appendix 1 and acknowledged the impact to procurement with regards to inflation increases and the potential additional £810,000 for a 6% pay award.</p> <p>ADoR/T advised that this was not a good position to be in so early in the financial year and further discussions took place about financial management. It was noted that the Protection Uplift Grant was not reflected in this report as it was a separate grant.</p> <p>Following a lengthy discussion and in order to be in a better position by Quarter 4 and going forwards, SLT agreed consider, review and manage implications in order to protect jobs and the service. This would mean the introduction of greater controls with regards to vacancies. Vacancy Management would be reviewed immediately and started to be put in place in the coming months. Workforce Planning Group would be used as mechanism to:</p> <ul style="list-style-type: none"> <li>- approve recruitment to all vacancies</li> <li>- approve the use of agency staff</li> <li>- have oversight of overtime spend (with particular focus on Safer Communities and Training)</li> <li>- review and agree forecasts for operational (grey book) strength.</li> </ul> <p>ADoPS would check the remit of workforce planning and ensure this additional scope is included. This would also be considered further at the SLT Strategic Away Day on 15 November 2022.</p>	<p><b>ADoPS Aug 22</b></p>
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	<p>Management of discretionary spend would also be a key focus and SLT agreed that as part of the P4 budget monitoring:</p> <ul style="list-style-type: none"> <li>- all budget managers would review with their Finance Business Partner opportunities to manage underspends on non-pay spend in 2022/23 with a particular focus on areas such as training, estates maintenance and equipment (IT and Engineering)</li> <li>- the finance team would review corporate opportunities to manage generic spend e.g. agency staff, conferences, catering, accommodation / venue hire, printing etc .</li> </ul> <p>Currently, any Covid related costs were being funded from the revenue budget and £95,855 of Covid Grant has been carried forward from 2021/22. The Home Office have confirmed any outstanding balance from the 2021/22 Covid Grant can be utilised on Efficiency or Productivity measures if not required for Covid 19 spend. SLT would consider how this funding could be best utilised including any potential pressures going into the winter period, funding costs in post-Covid ways of working and impacts on the capital programme.</p>	<b>ADoRT Aug 22</b>
131/22	<p><b>Call Over</b></p> <p>All the main reports were called over for discussion at the meeting.</p>	
132/22	<p><b>Protection Uplift Grant spend plan</b></p> <p>GM for Protection updated SLT on the position with regards to the spend plan for previous Protection uplift grants provided by Government between 2020 and 2021 as well as to propose a new updated spend plan to include the latest grant predicted to be provided for 2022/23.</p> <p>The Government has addressed the current issues and has supported this change by providing one off grants year on year for the last 2 years. The Home Office has secured further funding of £12m pa from 2022/23 to 2024/25. The amount of grant funding for 2022/23 has been determined in the same way as for previous years by taking into account the amount of high-rise residential buildings (HRRB) within our area.</p> <p>SLT acknowledged the report and approved the spend plan referenced within and also approved the following specific recommendations on the basis that they were business critical and primarily funded from grant:</p> <ol style="list-style-type: none"> <li>a. SLT agreed to fund the 6 trainees from the 22/23 grant rather than from the business rate pool. The Home Office via the NFCC require confirmation by 18 July 2022 on how we plan to spend this years grant. By using the Business rate pool rather than the grant we will struggle to plan the full spend of this year's grant in any meaningful way based on the limitation of expenditure rules.</li> <li>b. SLT agreed to add the 6 trainee posts to the Service establishment at JF4. These current trainees will be used to fill any gaps created by retirements, with the resultant trainee posts filled through recruitment. SLT noted the balance between risk and opportunity and how this linked with recommendation n below.</li> <li>c. SLT agreed, in principle and subject to future changes, that as and when our trainees become qualified to L3 and L4 they move to a more appropriate job family that enables the Service to make use of their</li> </ol>	

	<p>enhances skills and knowledge. This will mean that a L3 qualified FSIO will move onto JF3 and a level 4 qualified FSIO will move onto JF4 in line with job evaluation outcomes.</p> <p>d. SLT agreed to utilise up to £80,000 of the Grant funding to support the CRM enhancement within the Protection module acknowledging that this would not cover all of what we want to do, but that it would assist with it.</p> <p>e. SLT agreed to utilise £58,500 of the grant funding to support 2 x 12 month FTC admin post at JF1, to help digitalise our records and assist Grenfell project phase 1 &amp; 2 as well as other project work, subject to the GM Protection liaising with ITG to consider dependencies and costs resulting.</p> <p>f. SLT agreed to defer the decision to utilise £89,400 of the protection grant to support the recruitment of a 2-year FTC green book post to assist with Primary Authority Partnerships, which will come to SLT in September.</p> <p>g. GM for Protection clarified why this was a 2-part recommendation. SLT agreed to utilise £117,800 of the grant to fund 2 x WM positions for 12 months (training and legal), but also that it would be highlighted as part of the Star Chamber process this autumn. After this time, these 2 posts will be partially funded by IRMP, with a pressure of £11,700 in 24/25 and £11,900 in 25/26.</p> <p>h. 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 whether an SM B 42 post would be more appropriate / effective.</p> <p>i. To free up capacity within Ops P&amp;P, SLT re-considered the position to utilise the post funded in 'h' above to assist in project delivery linked to protection activity and noted that further discussion would take place. This would include GT1 and GT2 outcomes, any HMI improvements and any projects identified by the legislative change board to implement new legislative requirements.</p> <p>j. SLT agreed to £95,000 of the grant funding to train all supervisory managers to L3i and to make this training compulsory. All ongoing costs will be managed from within existing Protection budgets as only small numbers of courses will be required for new staff and newly promoted supervisory managers. SLT considered the links to the competency framework and would discuss further.</p> <p>k. SLT agreed to utilise £56,000 of the uplift grant to fund the L5 FI accreditation required by the new FI standard and would consider the operational rota and associated impacts.</p> <p>l. SLT agreed to proposals 12 – 18 in section 3 of the report as they were included within the grant spend plan and created no additional funding pressure.</p> <p>m. SLT noted that a review paper of the Protection Department will be submitted to SLT following clarity on Legislative changes and associated impacts. This will ensure it is structurally set up to effectively</p>	<p><b>ADoSC Sep 22</b></p> <p><b>ADoSC Sep 22</b></p>
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	<p>deliver the Services future objectives in the most efficient and effective way.</p> <p>n. SLT agreed to build into the MTFP an assumption that grant funding of £358k will be allocated in 23/24 and 24/25 and will be rolled into baseline funding thereafter, noting this linked with recommendation b above and that it created a risk should the grant funding be reduced or withdrawn that could result in posts being made redundant. SLT agreed on balance that the risk of not resourcing up and retaining the existing trainees outweighed the risk of loss of funding.</p> <p>ADoR/T confirmed that there was no funding for GT1 after March 2023 and updates would be brought back to SLT via the budget monitoring on a regular basis. DCFO gave a short summary over the life of the 3-year grant; noted the capacity to continue to development the proposals within existing resources and budgets and identifying and monitoring risk.</p> <p>On behalf of SLT, DCFO wished to formally record his thanks to the GM for Protection for his efforts in reaching this point.</p> <p>Post meeting, DCFO/ADoR/T discussed the potential conflict of interest with regards to this report. DCFO will raise this matter with ADoSC and any required action will be taken.</p>	<p><b>DCFO /ADoSC Aug 22</b></p>
<p><b>133/22</b></p>	<p><b>Alternative Crewing Model for Prevention (combined with conf action 36/22)</b></p> <p>Following the SLT meeting in February 2022, it was agreed that an independent consultant would be asked to offer a comparison report to identify the benefits / disbenefits of the various charitable options available to ESFRS to deliver Prevention.</p> <p>ACFO and the Strategic Community Safety Manager led a brief discussion, noting that a more comprehensive report would be brought to SLT in September. This report will offer comparisons between a Registered Charity (recommended) and a Community Interest Company. A briefing note would be shared with SLT in the interim.</p> <p>SLT agreed that any options proposed would need a robust business case that considered funding opportunities, market analysis, skills and competencies required and what this meant in terms of options to reduce the cost to the Authority of the Protection function without reducing outcomes.</p> <p>This would be discussed further at the POSAA's meeting on 23 August 2022 following which, the consultant will be available to meet SLT members to progress further subject to compliance with Procurement Standing Orders.</p> <p>There was also a discussion about the opportunities to seek sponsorship for existing products such as Safe Drive Stay Alive, Safety in Action and Water Savvy Water Safe. Prevention Manager to discuss opportunities with current contractors with Comms Manager and Procurement Manager.</p>	<p><b>ADoSC Sep 22</b></p>
<p><b>134/22</b></p>	<p><b>MS Roadmap</b></p> <p>The ITG Manager and Team provided an overview of the project. This included:</p>	

	<ul style="list-style-type: none"> <li>• Overall programme for development including Office 365, Sharepoint and OneDrive</li> <li>• MS Road map, timelines and adoption rings for 2022 onwards</li> <li>• Rollout and training including feedback from the champions and pilot users</li> <li>• Migration of the G: drive</li> <li>• One-off and on-going costs (savings) going forwards</li> <li>• Business Project Dependents including Lifeboat; Digitisation and Record Retention Schedules. This included wider issues such as archiving and data accessibility</li> <li>• Webex v MS Teams Evaluation</li> </ul> <p>SLT endorsed the phased approach set out in the slide pack and agreed to the costed proposal for Adoption Rings 1 and 2 which totalled £87,000 (saving). It was also agreed to make use of telent's lessons learnt following their own rollout.</p> <p>SLT acknowledged the need to manage expectations in the short term as the pilot of SharePoint and rollout of the MS roadmap progress to ensure a secure and consistent implementation.</p>	
135/22	<p><b>JFC Update</b></p> <p>ADoOSR provided a brief verbal update and confirmed that all Duty Officers and LCS have now received an input in relation to the S.16 and the governance structure.</p> <p>The Roadmap workshop was set for 15 September 2022 – initially with Tactical and Tech Groups. An internal workshop for Tactical and Tech Group would take place at the beginning of August to work through and feed in.</p> <p>San H to San N was progressing. Vision upgrade and DCT programmed for November 22 and updates for SLT would be shared as appropriate going forwards.</p>	
136/22	<p><b>SLT Forward Plan 2022 and FA/Members Seminar Forward Plan</b></p> <p>SLT noted the forward plans for 2022, which was a useful overview for the coming months.</p> <p>The 2 forthcoming Home Office related dates (Hot-debrief on 10 August and Home Office Fire Strategy Unit visitors on 22 August) were noted. The latter would include visits to Eastbourne (Prevention) and also Brighton (Protection).</p> <p>CMM stated that On-call and ADF events were taking place during August.</p> <p>With regards to the next Fire Authority meeting, ADoOSR advised that the Sustainability report would initially go on 8 September 2022 with the full report being taken to the meeting on 8 December 2022.</p> <p>The Core Code of Ethics would be amended to reflect the current ADOPS.</p> <p>The date of the next Members Seminar was confirmed as 19 September 2022 and it was agreed to move the commercial fire demonstration to a later date. A further Covid update would be added to the agenda for the Members Seminar on 23 November.</p>	

137/22	<p><b>SLT Terms of Reference – Annual Review</b></p> <p>SLT reviewed the current Terms of Reference to ensure these remained up to date and reflective of the function, process and ethos of the meeting which was agreed by SLT.</p> <p>It was noted that the implications of EIA's were taken to SLT, but the forms themselves were recorded elsewhere.</p> <p>SLT agreed that the ESO would attend SLT meetings in the short-term only as part of her induction process but would not become a member of SLT.</p> <p>DCFO took the opportunity to reminded colleagues to ensure SLT reports are forwarded for inclusion in the SLT meeting packs, on time and ready for issue. This is to ensure colleagues have sufficient time and opportunity to read and consider the papers in advance of the meeting.</p> <p>DCFO took the opportunity to issue a reminder on the approval process for reports to assist sign off by Assistant Directors and wanted to ensure a streamlined process and timetables to enable us to deliver the IRMP.</p>	
138/22	<p><b>Portfolio Analysis</b></p> <p>The PMO Team provided SLT with an update on the latest version of the Portfolio Analysis for SLT consideration, outlining the latest number of initiatives which have been identified during the data gathering.</p> <p>26 were 'in flight' and 56 were 'pipeline' projects. SLT scrutinised the progress and costs of each in great detail along with the recommendations.</p> <p>It was agreed that the Strategic Change Board was approve and decisions but escalate them to SLT in the interim and as required.</p> <p>A further update would be brought back to SLT in October in order to feed in the outcomes from Star Chamber process.</p> <p>In the interim, 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. SS to share the latest slides with SLT on behalf of the PMO Team.</p> <p>On behalf to SLT, DCFO thanked Chris Sharp and the PMO Team for their work to date.</p>	<p><b>ADoP&amp;I Oct 22</b></p> <p><b>DCFO Aug 22</b></p>
139/22	<p><b>Any Other Business</b></p> <p><u>Community Engagement Framework</u> CMM noted that this had previously been circulated for comment ahead of the next meeting and enquired whether there was still sufficient time for SLT to review this in advance of the report deadline. SLT agreed to bring this report to the August meeting as planned.</p> <p><u>Immediate Detriment</u> CFO had raised this matter at earlier NFCC CFO's call and stated that dialogue between FBU/NJC was ongoing to see if the IDF guidance can be improved enabling Fire Authorities who had paused IDF due to the risks, to review their current position.</p>	

	<p><u>HMICFRS CFO Interview</u> CFO provided a summary of her recent interview with Service Liaison Lead Dean Bukas on 22 July 2022.</p> <p><u>Leadership Certificate</u> On behalf of Warwick Business School, CFO presented ADoPS with her Postgraduate Certificate in Strategic Leadership following successful completion of the ELP, as she had been unable to attend the recent Awards Ceremony.</p>	
<b>140/22</b>	<p><b>Date of Next Meeting</b></p> <p>The next meeting will be held on 23 August 2022</p>	