

**NON-CONFIDENTIAL MINUTES
MINUTES OF SENIOR LEADERSHIP TEAM HELD ON 28 JUNE 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
 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

		Action
105/22	<p>Minutes of the Meeting held 24 May 2022</p> <p>The non-confidential minutes of the meeting held on 24 May 2022 were approved as an accurate record</p>	
106/22	<p>Matters Arising</p> <p>None.</p>	
107/22	<p>Action Points from Matrix</p> <p><u>125/21 Sustainability Task & Finish Group - Proposal for External Support</u> ADoR/T advised that the draft Carbon Management Action Plan was currently with Ricardo for amendment. This will be shared more widely within the Service in advance of a workshop in September to agree priorities and any outcomes from the workshop will be fed into Star Chambers. DCFO/ADoR/T would meet to progress the wider Sustainability / Climate Change Action Plan in order to bring it back to SLT in August, ahead of it going to Members at the Fire Authority on 8 September 2022.</p> <p><u>56/22 FRSA letter</u> DCFO had prepared an initial draft for comment and would respond accordingly.</p> <p><u>71/22b Corporate Risk Register Review Quarter 4 2021-22 (Financial & operational impacts of withdrawal from the EU)</u> ADoR/T confirmed that the substantial assurance opinion from the internal audit review of post Brexit Supply Chain Management and disruption to worldwide supply chains as a result of the conflict in the Ukraine had been incorporated into the latest version of the Risk Register. Action complete.</p>	<p>ADoR/T Aug 22</p> <p>DCFO Jul 22</p>
108/22	<p>Revenue and Capital Budget 2021-22 and Capital Programme 2021-22 to 2025/26 – Provisional Outturn</p> <p>This report highlighted the Provisional Outturn on the Revenue Budget 2021/22 and the 5-year Capital Programme. The provisional outturn is a net revenue underspend of £20,000 which is a reduction in underspend of £322,000 from the position identified in the last report to SLT of £342,000 underspend.</p>	

<p>The underspend reflects a number of variances the most material being:</p> <ul style="list-style-type: none"> - Underspends in IT (£406,000); Estates Maintenance (£370,000); Support Staff vacancies (£219,000); Training (£194,000) - Overspends in Overtime (incl. training) (£425,000); Estates Hired and contracted services (£244,000); Wholetime staff costs (£208,000); Support staff pay award (£118,000); Firefighter recruitment (£98,000) <p>Actual savings achieved were £356,000 compared to the Savings Programme of £504,000, with the gap of £148,000 funded by underspends across the Service. £98,000 relates to IRMP implementation, for which a re-baselined financial profile has been approved by the Fire Authority and Safer Communities savings of £50,000 which were not delivered in year due to an extended timeline for delivery of some phases of the CRM project.</p> <p>The Fire Authority on 10 February 2022 approved the original 2022/23 and five-year Capital Strategy, and in doing so, revised the 2021/22 Capital Budget and five-year Capital Strategy 2021/22 to 2025/26 to the level of £25,327,000.</p> <p>A review of the 2021/22 provisional capital outturn by officers has identified slippage to the value of £767,000 (28.6%). Fleet and Equipment are reporting slippage of £788,000, which is offset by Estates where £21,000 has been spent in advance. It is proposed these amounts will be carried forward into 2022/23.</p> <p>There is additional underspend of £21,000, underspend of £64,000 in Engineering, is offset by £43,000 overspend in Estates.</p> <p>The position on reserves shows an opening balance of £22,961,000 including the net revenue underspend 2020/21 brought forward of £386,000. The provisional net drawdown from reserves is £3,778,000, a reduction in drawdown of £6,194,000 compared to the planned drawdown of £9,972,000. This results in a provisional closing balance of £19,183,000. The reduction can largely be attributed to slippage of the capital programme, where drawdown was £4,118,000 lower than anticipated.</p> <p>ADoSC stated that the first workshop with SC GMs and the Finance Team was due to take place on 4 July 2022 and would look at the overtime, spend and make conscious decisions about using the budget, supported by the Finance Manager. It was anticipated that by 1 September 2022, it would be possible to start splitting training/fire calls and operational cover up with regards to overtime and that this would enable closer control and scrutiny of spend.</p> <p>ADoSC would bring an alternative crewing model report to SLT next month. ADoOSR provided an update on the position with Fleet and appliances.</p> <p>CFO stated that the fire grant funding letter from the Home Office had been received on 23 June 2022. ADoR/T noted that the timing was not ideal as we were part way through the financial year. GM George O'Reilly was working on a revised Protection grant spend plan. The Firelink Grant had been reduced by 20% without prior consultation and would suffer further 20% cuts each year until it reached zero in 2026/27. This would result in a pressure on the revenue budget.</p> <p>ADoR/T noted both the variations within budgets and the movements in forecasts through the year and that we would expect to see an improvement in</p>	<p style="text-align: center;">ADoSC Jul 22</p>
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	<p>reporting as a result of the Finance Improvement Plan.</p> <p>SLT noted the provisional 2021/22 Revenue Budget outturn; provisional Capital Programme outturn including the overspends set out in para 7.5.1; net drawdown from reserves during the year together with the savings delivered in 2021/22 and cash balances invested at year end and borrowing repaid;</p> <p>SLT would recommend to the Policy & Resources Panel that £767,000 of Capital Expenditure is slipped into 2022/23.</p>	
109/22	<p>Revenue and Capital Budget 2022-23 and Capital Programme 2022-23 to 2026/27</p> <p>The Finance Manager reported on the 2022/23 Revenue Budget and the Capital Programme 2022/23 to 2026/27. At this early stage, it is difficult to give a definitive forecast but based on current information, the Fire Authority could face net unfunded pressures of between £1.005m (lower range) and £2.473m (higher range).</p> <p>SLT discussed the pressures and risks with particular attention to Safer Communities and Training and also considered to IRMP, Establishment and Industrial Action. It was anticipated that 2% Pay Award would be rejected.</p> <p>There have been considerable inflationary rises in utilities and fuel costs, which have been exacerbated by the ongoing conflict in Ukraine, but the Service was looking at ways in which to try to reduce costs. The Estates team will work with stakeholders to bring tender costs back within budget through value engineering where possible, following the phase 1 review of the Estates Capital Programme.</p> <p>The Estates team successfully challenged the business rates payable for sites across the Service's estate. The reductions for the 2022/23 financial year allow Estates to deliver their savings of £45,000 and additional underspend of £132,000 on rates will be reported. Current information indicates that the Service will receive additional funding of £399,000.</p> <p>During the budget setting process the 10% allowances for the Crewing Pool were not included in error, this caused a pressure of £34,000. The actual pressure will depend on the go-live date of the pool. ADoSC gave a short update on the flexible crewing pool noting that further information and time was required.</p> <p>SLT reviewed the forecast net drawdown from reserves totals £11,944,000 compared to the original planned net drawdown of £11,780,000. This is a net increase in drawdown. SLT also considered the budget pressure at both the lower and higher ranges.</p> <p>ACFO summarised the key areas; overtime, over establishment, crewing pool, Covid grant usage, staffing budget and pension forecasting. ADoSC would look at whether supernumerary colleagues can be utilised and added to crews. ADoPS recommended ways in which to enhance confidence around pensions and suggested a further communication or workshop. The following actions were agreed:</p> <ul style="list-style-type: none"> - Bring back proposals on reducing the supernumerary headcount (ADoSC) - Update on pensions support / myth-busting regarding IDF (ADoPS) 	

	<ul style="list-style-type: none"> - Provide a list of current vacancies and agency placements along with costs (ADoPS) - Draft a comms on spend restraint (Finance Manager) - Record a vlog on the financial challenges this year (ADoRT) <p>The IRMP Team requested two budget changes (variations) to allow delivery of work packages:</p> <p>Variation to On-Call budgets The on-call costs were modelled on a station-by-station basis using an updated set of inputs and assumptions. The anticipated costs for each station indicated a pressure of £155,564 (5.85%) against the 2022-23 on-call budget. Given that on-call posts have never been fully established it was agreed a vacancy factor of 10% should be applied where costs related directly to establishment or heads, rather than operational activity. This indicates the anticipated costs would be £39,387 lower than the allocated 2022-23 on-call budget. It is recommended this is held centrally within Safer Communities to cover any pressure within on-call.</p> <p>Variation to Engineering Capital Programme</p> <p>Approval was given to allocate £200,000 of capital funding for the replacement of the OSU, but no capital allocation was made for the Hazardous Material Vehicle or the Fire Investigation Vehicle. The IRMP Strategic Board agreed with the option that the £200,000 allocated to replace the OSU at Newhaven, is repurposed to fund the HazMat Vehicle, FI Vehicle and that the OSU is replaced with an alternative vehicle. It is recommended that this option be approved and that, following advice from the Treasurer, that the Policy and Resources Panel ratify the decision.</p> <p>SLT noted the current assessment of risk facing the Authority in 2022/23 and discussed the identified risks, identifying any further risks and options for managing the risks during 2022/23. SLT approved the proposed budget changes to on-call budgets and agreed to recommend the proposed changes to the Engineering Capital Programme to the Policy & Resources Panel on 21 July 2022.</p>	
110/22	<p>Call Over</p> <p>The following report was not called over, and therefore all recommendations contained within it were agreed:-</p> <ul style="list-style-type: none"> - Finance Improvement Plan Update 	
111/22	<p>Covid-19</p> <p>SM Andy Cornford provided SLT with the main considerations and impacts of COVID19, recommendations to secure lasting improvements and highlighted and identified further workstreams to deliver efficiency.</p> <p>The paper aims to draw from the feedback and findings from our internal and external COVID19 response and make recommendations under the following headings: People, Digital data, Premises/Estates, Services to the Public, Efficiency, Governance.</p> <p>SLT agreed that SM Cornford should arrange a workshop with the relevant internal stakeholders to develop the report into an action plan in time to feed</p>	<p>DCFO Sep 22</p>

into Star Chambers.

SLT reviewed each section in order to highlight what was most necessary in order to shape the context of the workshop.

People

1. Explore providing support functions such as estates, human resources and IT availability, to the on-call management teams during drill nights. *Clarity on the current gaps and review of support functions was needed to identify a solution. Include as part of the workshop.*
2. Adopt a consistent approach to staff welfare calls *Rolling Reviews part of this along with initial logging of calls. Include as part of the workshop.*
3. Consider development of specialist and Green Book staff to support operational resilience through flexible working to include review of contract. *Capture work already done and include as part of the workshop.*
4. Continue to promote wellbeing and activate the Samsung Health App on Service mobiles. *Include as part of the workshop.*
5. Provision of service mobile phones to On Call and Day Crewed Supervisory managers. *Business Case was needed, include as part of workshop.*
6. Review through gap analysis the training requirement for managers operating within an Multi Agency environment. *Include as part of the workshop.*

Digital and data

7. Explore the ease of access to key data through the Business Intelligence System & Firewatch reports via existing workstreams. *There was a discussion on data collection and entry specifically – what is needed to be efficient – include as part of the workshop*
8. Explore the provision of various digital platforms which enhances compatibility with partners. Work already underway with Office 365 decide on Teams/Webex. *Include as part of the workshop.*
9. Consider using Webex or similar product to live stream Fire Authority meetings. *Democratic Services are already considering this.*
10. Consider introducing SharePoint to all staff to support and facilitate sharing and collating of documents. *Already in progress, an update would be brought to SLT in July.*

Property & Estates

11. Consider a review into the devolvement of HQ to existing sites within the estate.
12. Consider relocation of specific operational staff to stations to improve resilience and achieve further efficiencies
13. Approve the introduction of key Group Hub locations with automated booking system, IT provision and larger meeting rooms at stations 70,73,74,82,83,84,86 & 92
14. Undertake a user requirement assessment to establish the minimum IT provision across the estate and the enhanced provision at Group Hubs.
15. Evaluate the service requirement for hot desking and automated booking system function. *Agreed in principle that options to reduce HQ footprint, make better use of space across the estate and introduce hubs (but not necessarily in the numbers and locations indicated in the report) should be explored – include as part of the workshop*

Services to the Public

16. SLT to acknowledge the success of adapting innovative ways of delivering services, further embed these new ways of working and

	<p>continue to explore further innovations via Business as Usual. <i>Include as part of the workshop.</i></p> <p>17. Consider the use of specialist staff providing availability via Logistic and Control Support to further bolster operational resilience and ensure maintenance of competence for supervisory managers. This will be support of the implementation of the IRMP. <i>ADoOSR was supportive but noted that additional resources could be needed, include as part of the workshop.</i></p> <p>18. Explore the financial and insurance impact of permitting On Call Staff to perform Primary employment from an On-Call Station. <i>Include as part of the workshop.</i></p> <p>Efficiency</p> <p>19. Acknowledge the success and continue with local Workplace Safety representatives and local Station Managers being empowered to review and approve risk assessments. <i>Business As Usual.</i></p> <p>Governance and associated ways of working</p> <p>20. The service continues to undertake face to face SLT visits as the preferred model for staff engagement rather than virtual. <i>Include as part of the workshop.</i></p> <p>21. Consider offering Fire Authority members to undertake training and briefings acknowledging public decision-making meetings would need to continue in person. <i>This is already taking place both virtually and physically.</i></p> <p>ACFO provided a summary. CFO requested these discussions be re-listed in priority order to help identify efficiency, costs implications (if any) or interdependencies. SLT formally thanked SM Andy Cornford for his efforts and contributions to this piece of work.</p>	
112/22	<p>Corporate Risk Register Review Quarter 1 2022-23</p> <p>This report discusses the first quarter position for 2022-23. It details the corporate risks identified and how they have or are being mitigated.</p> <p>CR13 Financial & Operational Impacts of the UK's exit from the EU has been revised and is re-named Financial & operational impacts of global supply chain disruption (as proposed at S&A Panel in May) – the risk score has been revised upwards to 9 moderate (amber).</p> <p>CR17 – Firefighter Pension Scheme – financial, legal, reputational and operational impacts resulting from McCloud / Sargeant case – this new risk separates out elements of CR4 (see areas highlighted in blue for removal) as proposed at S&A Panel in May. It is proposed that this is scored at 12 substantial (red).</p> <p>CR6 - Failure to manage the effects and impacts of a major loss of staff event, including through industrial action. It is recommended that the risk score (currently 9 moderate) is reviewed in the light of both sector pay negotiations and the wider national industrial relations landscape.</p> <p>CR10 - Security and safety of staff and visitors on ESFRS sites – It is recommended that the risk score (currently 9 moderate) is reviewed in the light of progress made in improving security arrangements at STC and the approval of the business case and funding for investment in new Live Fire Training Units with clean burn technology. This would be circulated to SLT for comment.</p>	

	SLT agreed the Quarter 1 Corporate Risk Register including changes made since Quarter 4.	
113/22	<p>Performance Indicator Refresh 2022</p> <p>ADoP&I presented the refreshed strategic Tier 1 and Tier 2 performance indicators that will be reported at SLT and onwards to the Scrutiny and Audit Panel for approval.</p> <p>Appendix A contains the Strategic Tier 1 Measures listed under each Commitment and whether or not the measures will be amended, whether or not it is a NEW measure to be introduced or whether or not it should be DELETED from the set.</p> <p>Appendix B contains a suggested list of Tier 2 service measures to be developed and measured as part of the INSIGHT project. SLT are asked to consider the TIER 2 measures and highlight any measures it wishes to be reported as TIER 1. Special attention is drawn to measures in Commitments three and four.</p> <p>As part of the work to refresh the Strategic Tier 1 measures a priority area-confining fires to the room of origin is proposed to be deleted. SLT are asked to consider what measures, from Tier 1 should be adopted as 'performance priority' areas and these will be put to the Scrutiny and Audit Panel for their comment and adoption.</p> <p>Following agreement at SLT and the Scrutiny and Audit Panel in July, a new performance report will be created later in the year and then built onto the INSIGHT system as part of the continued implementation.</p> <p>SLT reviewed the summary of changes and it was agreed that DCFO and ADoP&I would review the detail again prior to the Scrutiny & Audit Panel on 21 July 2022 to ensure it fully reflected the position for Members. CFO would also consider and feedback separately.</p> <p>SLT:</p> <ol style="list-style-type: none"> 1. Agreed the changes to the performance indicators in Appendix A summarised in table 1, or suggest amendments. 2. Noted that a current priority area, 'confining fires to the room of origin' is proposed to be deleted and therefore SLT are asked to review the priority areas and suggested a new list that will be considered by the Scrutiny and Audit Panel for their comment. 3. Considered the TIER 2 measures in Appendix B and highlight any measures it wishes to be reported as TIER 1. Special attention is drawn to measures in Commitments three and four. 4. Noted that a new quarterly performance report will be created, however as a number of the indicators are NEW, processes will need to be put in place to enable capture of the data if it is not already recorded. This work will begin once the HMICFRS inspection is completed. 	
114/22	<p>Essential Communications</p> <p>CMM set out recommendations relating to the written communication of essential information at ESFRS. This report sets out the results of work to achieve the following objectives:</p>	

	<p>To ensure that there is a robust framework setting out how we communicate essential information about health and safety, organisational learning and policy change, building on existing policies where appropriate (e.g. Core Brief, Health and Safety Bulletins). Noting that the H&S Bulletins is currently a different process.</p> <p>To ensure that there are assurance measures in place to monitor the delivery of the above.</p> <p>SLT considered the targeting of necessary information and ratification of the recommendations from Ops Committee, which were namely:</p> <ol style="list-style-type: none"> 1) agreement that the classification of information and written communication channels as set out in section 2 2) agreement that Core Brief should preferably continue as a face-to-face briefing to ensure understanding. 3) agreement that a technological solution is sought to replace the current Core Brief sign off process – ITG working with Business Services on this. 4) agreement that sign off for content for the Core Brief should move from the AD Planning and Improvement to the AD Safer Communities 5) approval of the recommended change in the Core Brief submission form and change in approach for the round up of manual notes as set out in section 6 6) agreement to use the same technological solution implemented for Core Brief for Health and Safety bulletins 	
115/22	<p>Finance Improvement Plan Update</p> <p>The finance improvement plan consists of 6 elements covering business partnering, training and development, financial regulations, policies and procedures, FM code self-assessment and I.T. systems. The successful implementation of these elements along with excellent leadership should result in a finance service that is second to none.</p> <p>Good progress has been made overall with 4 of the 6 elements rag rated green whilst 2 are rated amber for which mitigations are in hand. SLT noted the progress to date and next steps.</p>	
116/22	<p>Staff Flu Vaccination Options</p> <p>ADoPS provided a short verbal update on the background and current position. It was noted that flu vaccines are now available to over 50s. After a short discussion, SLT agreed to release £6,000 back into reserves and treat as a saving at this time. <i>Post meeting: ADoRT confirmed that the £6,000 budget for Flu vaccinations was only provided in 2021/22 as a one off, so there is no saving resulting from the above decision.</i></p>	
117/22	<p>IRMP Update</p> <p>ADoSC provided a verbal update on the latest position which had now formally been approved by the Fire Authority.</p> <p>The new Hastings ALP training has now been moved to outside venues with it due to go on the run at the end of July. Eastbourne crews are involved with instructor days in preparation for the old ALP being moved in due course.</p> <p>ADoSC also updated on Swift Water Rescue; Flexible On Call Contracts; Life</p>	

	attendance and Stakeholders comms update.	
118/22	<p>SLT Forward Plan 2022 and FA/Members Seminar Forward Plan</p> <p>SLT noted the forward plans for 2022, which was a useful overview for the coming months. Extension to OH Contract was added to the Policy & Resources agenda. Code of Ethics would be brought back to SLT in August.</p>	
119/22	<p>MBOS Update</p> <p>ADoR/T noted that there would be a delay in giving a full update on the MBOS Project from the Programme Comms Team until there was greater clarity on the functionality that we will be able to deliver.</p>	
120/22	<p>NFCC Person Centred Framework Approach</p> <p>CFO sought clarity on our approach. The provided list of measures has been reviewed by ADoSC and ADoP&I and the dashboard will be built around that.</p>	
121/22	<p>Any Other Business</p> <p><u>SECamb Service Level Agreement</u> CFO raised this for ratification amongst SLT following discussions at the recent 4F Strategic Board on 22 June. Go live was anticipated for 1 July 2022. ADoOSR provided her thoughts and noted that in the move from this being an MoU to an SLA, ESFRS were treating this as a suite of documents (by way of its Appendices) some of which we chose not to sign up to. It was confirmed that we would get formal sign off if/when we decide to change anything. Initial feedback had been submitted already, but legal comment was still awaited. ADoR/T had also shared it with FRIC for their comment and advice. SLT accepted this, in principle and subject to legal, insurance and public liability advice.</p> <p><u>Fire Standards Strategic Engagement Session</u> SLT considered attendance and it was agreed that the SPOC (ADoP&I) would attend this at LFB on 26 July 2022.</p> <p><u>Executive Leadership Programme (ELP) Gateway Assessors</u> ADoOSR has completed training but as yet been unable to attend. Training due to take place on 16 August 2022. SLT to consider further.</p> <p><u>SEORGG request</u> There was a discussion around the support to fund a Regional SSRI Officer at a cost of £2,100 for this financial year. ADoOSR stated that lots of work had already been done on this in ESFRS, so it should be considered. There was money available in the budget but it was noted that consolidation was needed with regards to collating risk information. CFO requested that a formal paper be brought to SLT for decision.</p> <p><u>Harvard update</u> DCFO would bring details to SLT workshop on 6 July 2022.</p> <p><u>HMICFRS</u> ADoP&I provided an update and confirmed it was all going well so far. There had been a request for further support at focus groups.</p>	<p>ADoOSR Aug 22</p>
122/22	<p>Date of Next Meeting</p> <p>The next meeting will be held on 26 July 2022</p>	

