

**NON CONFIDENTIAL MINUTES
MINUTES OF SENIOR LEADERSHIP TEAM HELD ON 24 MAY 2022**

Present: Dave Norris, Deputy Chief Fire Officer (Chair)
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, Observer

Apologies: Dawn Whittaker, Chief Fire Officer

		Action
84/22	<p>Minutes of the Meeting held 26 April 2022</p> <p>The non-confidential minutes of the meeting held on 26 April 2022 were approved as an accurate record.</p>	
85/22	<p>Matters Arising</p> <p>None.</p>	
86/22	<p>Action Points from Matrix</p> <p><u>43/22 Revenue and Capital Budget 2021/22 and Capital Programme 2021/22 to 2025/26 Monitoring at Month 11</u> ADoSC provided a verbal update and stated that the new Resourcing manual note was now out for consultation. May would be the first month that the new analysis would be available. The model for on-call costs and forecasts had been in development over the last 5 months with 10 years' worth of data being used in order to produce an average. ADoSR supported crewing levels, and focus on driving down on overtime. It was noted that establishment level was settling down following the posting of Cohort 2. It was now visible, linked together and having a positive impact on spends. ADoSC formally thanked the Finance Manager for her assistance and contribution to this work. Action complete.</p> <p><u>46/22 ESMCP Infrastructure Grant</u> ADoR/T advised that it was no longer possible to use the grant to fund San-N, as it was likely this needed to be self-funded by the three partners. In addition, there was the possibility of Surrey FRS bidding against the Infrastructure Grant of £1.4m (via a business case) as ESFRS now only needed half of this amount, following confirmation of the self-funding arrangements. ADoR/T was currently awaiting receipt of the letter detailing the latest position in order to progress this matter. It was also noted that San H to San N costs will now be funded from the JFC budget headroom. Action complete.</p> <p><u>48/22 Treatment of Holidays for Part Time Workers and Extra Hours for Wholetime Firefighters</u> ADoPS provided an update following the FBU Consultation meeting. The FBU had suggested an alternative calculation of Holiday pay at 10.96% costing £16,000 (based on 20 days divided by working days). Looking back across two (not 4) years. The original SLT report was based on 9.53% costing £14,000. Following a short discussion, SLT were content to support the revised approach. Action complete.</p>	

	<p><u>52/22 SLT Forward Plan 2022</u> CMM would look at infographics for Finance once the outturn was available and in order to make it easy for readers to understand where Council Tax money is spent. Action complete.</p> <p><u>56/22 FRSA letter</u> DCFO had prepared an initial draft and would respond accordingly, post release of the Fire Reform White Paper, on return from Course leave.</p> <p><u>71/22a Corporate Risk Register Review Quarter 4 2021-22 (Health & Safety Non-Compliance)</u> A further update had been provided for CR14 in advance of submission to Scrutiny & Audit Panel on 12 May 2022. Action complete.</p> <p><u>77/22 Staff suggestion scheme</u> ADoPS had followed this up and confirmed there had only been one suggestion in the last 5 years. SLT discussed this in more detail and agreed that a broader revised approach was needed which would take place later in the year. In the meantime, the policy would be marked as 'on hold pending review' on the intranet. Action complete.</p>	<p>DCFO Jun 22</p> <p>ADoPS Oct 22</p>
87/22	<p>Revenue Budget and Capital Programme Provisional Outturn 2021/22</p> <p>The Finance Manager provided a verbal update on the latest budget position and shared details of the objective summary and capital programme expenditure.</p> <p>It was noted that the service has a £29,000 underspend, which was in part due to movements across depts and inclusive of business rates amendment. Although this was a positive outcome, bids could not made against this remaining figure. ADoR/T stated that ESFRS were getting better at managing spend across departments, but needed to continue as things would get harder in the future so good financial planning and management would be crucial.</p> <p>ACFO suggested reviewing commitments which were still open. Provisional capital outturn showed that Estates was £21,000 overspent (due to spend in advance) which would be off set against this years' budget. Engineering was £63,000 underspent.</p> <p>ADoR/T stated there would be a cautious and realistic approach to re-baselining. A full provisional outturn report would be brought to SLT in June then taken to the Policy & Resources Panel on 21 July 2022. The Revenue Budget Monitoring report would also come to next months' SLT meeting. In addition, the final two new members of the Finance Team would also be starting in June.</p>	
88/22	<p>Call Over</p> <p>All the main reports were called over for discussion at the meeting.</p>	
89/22	<p>Financial Regulations Update</p> <p>ADoR/T and the Interim Finance Development Manager reported on the review, update and implementation of the Authority's financial regulations.</p> <p>The report sets out the financial regulations including the delegated financial management scheme which are updated for legislative changes, post titles and have been redesigned to provide greater transparency and clarity on approval values, approval limits which align with Oracle/ Fusion ERP system</p>	

	<p>and reporting requirements to support the vision for greater financial devolution across the Authority.</p> <p>The proposal is to implement the refreshed financial regulations in a two phased approach (phase 1 immediately; phase 2 post MBOS implementation) which allows time to upskill specific staff so that they can deliver their financial management responsibilities.</p> <p>A further update to the financial regulations may be required post implementation of MBOS to respond to the requirements of adopting the new functionality within Oracle Fusion and new ways of working which should become clearer in due course. DCFO felt this would be useful.</p> <p>SLT reviewed the Delegated Financial Management Scheme Update in Appendix A including changes to the Proposed Approval Levels for Debt Write off. All of which would be recorded within the Finance Team.</p> <p>SLT also considered the current (4 levels) and proposed (5 levels) of Approval for Purchase Orders, Invoices and Contracts. ADoR/T stated the importance of identifying training across a phased approach for each of the groups.</p> <p>CFO would review this on her return from leave, then the report would be taken onto Members at the next Fire Authority meeting.</p> <p>Subject to further observations by the CFO, SLT commented upon and endorsed the update to the Fire Authority's Financial Regulations including the delegated financial management scheme prior to their submission to the Fire Authority for approval (Appendix B) and approved the phased implementation as set out section four of the report.</p>	ADoR/T Sep 22
90/22	<p>Internal Audit Annual Report and Opinion for the period 1 April 2021 to 31 March 2022</p> <p>Principal Auditor Paul Fielding/ADoR/T provided an Opinion on East Sussex Fire Authority's internal control environment and report on the work of Internal Audit for the period 1 April 2021 to 31 March 2022.</p> <p>SLT's attention is drawn to the following:</p> <ul style="list-style-type: none"> • The following report received a partial assurance opinion: ⇒ Surveillance Cameras (reported in full to Scrutiny & Audit Panel 12 May 2022) • No reports received a minimal assurance opinion • Reviews of Capital Programme Management, HR / Payroll and Firewatch Application Controls (latter still in progress at the time of writing this report – draft report to be issued imminently). • Planned audits of SAP Change Readiness, Insurance Arrangements and Major Projects – Firewatch and CRM where deferred to future years due primarily to changes in project • An additional review of Firewatch Application Controls was commissioned at the request of the Firewatch Project Board • Information on the Internal Audit Service's performance compliance with the Public Sector Internal Audit Standards (PSIAS). <p>All key performance indicators for the Internal Audit Service have been met or exceeded during the year with the exception of the target to deliver 90% of the audit plan.</p>	

	<p>It is planned to take this report to Scrutiny & Audit Panel on 21 July 2022 and therefore outstanding reviews will need to be finalised by the end of June at the latest.</p> <p>SLT noted the Head of Internal Audit's opinion on the Fire Authority's internal control environment for 2021/22 and that the 3 outstanding reviews will need to be finalised by the end of June. SLT confirmed that the Fire Authority's system for internal audit has proved effective during 2021/22.</p> <p>SLT thanked Paul Fielding and his Internal Audit Team for their help and assistance in this work. ADoR/T also mentioned that Counter Fraud Training for SLT would be available in the future.</p>	
91/22	<p>Occupational Health & Wellbeing Collaboration – Extension to Collaboration Agreement</p> <p>ADoPS stated that the report seeks to outline the Service delivered by the occupational health and wellbeing collaboration and to request that the existing contract is extended by 5 years with a further year extension.</p> <p>ADoPS provided an update on the current position, sickness figures had not reduced and the length of time in obtaining appts in some cases. ADoPS recommended extending the contract but with the option to utilise the 6-months' notice period, if the standard of service was not found to be adequate. SLT reviewed the previous spends, noting that it was difficult to calculate exactly how much will be spent for 2022/23 as some services are provided on a pay as you go basis. ADoR/T provided his comments on the collaboration agreement in term of financial implications and felt ESFRS should consider its value for money and carry out further governance.</p> <p>SLT agreed to recommend that the Policy & Resources Panel extend the collaboration for a further 5 years from 8 August 2022, but with a request for a significant improvement plan in 6 months' time, in order to improve performance and allow us to assess against revised KPI's.</p>	
92/22	<p>Leadership and Behavioural Framework – Evaluation and Next Steps</p> <p>ADoPS/HR& OD Manager provided SLT with an evaluation of the implementation of the Leadership and Behavioural Framework (LBF) and provide recommended next steps.</p> <p>In 2021, the Service launched its LBF, predominantly through extensive communications and a training programme. One year on from launch, the impact of these activities has been evaluated, some reflections on learnings offered and plans are being formulated for next steps.</p> <p>SLT had a detailed discussion around comms/the Assurance Performance, Governance Group, staff survey further work and weaving this into business as usual.</p> <p>SLT noted the contents of the report and agreed the below recommendations:</p> <ul style="list-style-type: none"> a) that this specific piece of training has now concluded and will evolve into a suite of activities based on this training in order to continue to be embedded across service. b) that further work be commissioned, as reflected in the People Services 	

	<p>Business Plan, to consider the next iteration of this work. This gives an opportunity to consider alternative delivery formats, to include the Core Code of Ethics, to align with work arising from the current staff survey responses and how it is rolled out across the organisation.</p> <p>c) That LBF move to 'business as usual' and, led by SLT, all teams are actively encouraged to promote and embed the LBF in the development of their work areas.</p>	ADoPS Sep 22
93/22	<p>Direct Entry Update</p> <p>ADoPS provided an overview on the journey so far including the establishment of the NFCC Direct Entry Board and draft outline training programmes for Area Manager and Station Manager direct entrants approved via national consultation.</p> <p>ADoPS stated that the Station Manager direct entrants would be run like the ELP, on a cohort basis in order to attract a new, diverse workforce into the fire service via a nationally advertised gateway process. Recruitment opens in September 2022. 12 FRS's had committed to the Direct Entry Programme with the programme due to start in April/May 2023.</p> <p>SLT discussed some of the operational, financial and HR related impacts of having a 'new' Station Manager from next year and throughout their 3-year induction. ADoPS would provide another update for SLT in September.</p>	ADoPS Sep 22
94/22	<p>Performance and Corporate Strategy monitoring report for Quarter 4</p> <p>ADoP&I presented the results and direction of travel of Quarter 4 2021/22 from Quarter 4 2020/21 and the end of year results for 2021/22. The report also contains an overview of progress against the Corporate Strategies to the end of 2021/22. The report contains information against 21 indicators.</p> <p>Due to the national pandemic, the Service adapted new models of service delivery including telephone home safety visits and business safety audits throughout 2020/21. Face to face visits were reintroduced across the Service again from 19 July 2021 in line with the relaxation of Government restrictions. Therefore, these indicators remain incomparable for the current year (2021/22) against the previous one and no direction of travel is included in these areas.</p> <p>SLT had a general discussion about comparative figures against last years' Covid figures and earlier pre-covid figures, a refresh of end dates prior to going to the Scrutiny & Audit Panel and requested updates in specific areas.</p> <p>SLT considered the performance results and progress towards achieving the Service's purpose and commitments (contained in Appendix A) and noted the progress against the Service's strategies as at Quarter 4.</p>	
95/22	<p>SLT Forward Plan 2022 and FA/ Members Seminar Forward Plan</p> <p>SLT noted the forward plans for 2022.</p> <p>It was agreed that the Code of Ethics report would be taken to the Fire Authority in September instead of June.</p> <p>SLT agreed that HMICFRS Inspection would be the only topic for Managers Seminars on 14 June 2022 and would share the Strategic Briefing and Station Manager packs as a final dress rehearsal.</p>	

	It was noted that ADoP&I would be recording the next SLT video for staff, which would be HMICFRS related.	
96/22	Reforming Our Fire and Rescue Service (white paper) SLT acknowledged the recent publication of the white paper and noted the closing date for the consultation.	
97/22	HMICFRS Inspection DCFO outlined the latest position in advance of the HMICFRS Strategic Briefing on 16 June 2022. The KLOE Pillar document, AFI table, Prevention and People Stories have now been formally closed down. SM briefings and station packs would be shared with staff and stations accordingly. DCFO wished SLT to use the remaining meeting time this afternoon to consolidate and spend time with teams in the run up to the inspection.	
98/22	Any Other Business None raised.	
99/22	Date of Next Meeting The next meeting will be held on 28 June 2022	