

**NON CONFIDENTIAL MINUTES
MINUTES OF SENIOR LEADERSHIP TEAM HELD ON 18 OCTOBER 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-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
 Simon Neill, GM East Group, Observer

Apologies: None

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| 181/23 | Minutes of the Meeting held 19 September 2023 The non-confidential minutes of the meeting held on 19 September 2023 were approved as an accurate record. | |
| 182/23 | Matters Arising None. | |
| 183/23 | Action Points from Matrix <u>125/21 Sustainability Task & Finish Group – Proposal for External Support</u> DCFO stated that the draft Environmental & Sustainability Position Statement was out for comment by Assistant Directors with a view to this being completed at the beginning of November. This would be brought back to SLT to note in December, following the Members Seminar on 21 November 2023. <u>31/23 CRM Project Update</u> This would be discussed in further detail under agenda item 19. Action complete. <u>145/23 Revenue and Capital Budget 2023/24 and Capital Programme 2023/24 to 2026/27 Monitoring at Month 4</u> This would be discussed in further detail under agenda item 21. Action complete. <u>149/23 Procurement of an independent and confidential reporting provider.</u> This would be discussed in further detail under agenda item 18. Action complete. <u>164/23 Travellers Site, Maresfield</u> DCFO provided a verbal update following the meeting with ESCC in August and was keen to keep the lines of communication open whilst ESCC considered the long-term solution of having travellers on this or an alternative site. ESFRS would continue to keep a log of live training. DCFO would update SLT as necessary, following a further meeting with ESCC in December. Action complete. <u>171/23 HMICFRS Spotlight Report Update</u> This would be discussed in further detail under agenda item 15. Action complete. | ADoR/T Dec 23 |

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| 184/23 | <p>Revenue and Capital Budget 2022/23 and Capital Programme 2022/23 to 2026/27 Monitoring at Month 6</p> <p>This is the third report to SLT for the 2023/24 financial year and highlights the findings from the Month 6 monitoring undertaken on the Revenue Budget 2023/24 and 5 year Capital Programme 2023/24 to 2027/28, approved by the Authority in February 2023. A net revenue underspend to the sum of £7,000 has been identified.</p> <p>Safer Communities are forecasting an overspend of £1.078m. The Service must maintain a significant focus on delivering the plan to reduce this pressure to ensure it does not impact the 2024/25 revenue budget. This pressure was offset by overachievement of Treasury Management income and the Corporate Contingency. There was also a range of smaller variances across the budget.</p> <p>Work was already underway to review and manage staffing and overtime forecasts in Safer Communities. ADoSC gave a short verbal update on staffing and the training plan which would review the timing of the courses and impact of instructors and role players. A new board had been set up which DCFO would Chair. The On-Call report would be circulated prior to coming to SLT in November and the finance dashboard was now live.</p> <p>ADoSC and ADoPS would bring a paper to SLT on Commercial Training and Safer Business Training.</p> <p>ADoOSR provided an update on hydrants, following a recent meeting with Southern Water. The recent spike in hydrant replacements has been explored and this was now being regularly monitored going forwards. There would also be a review of the budget. A national MoU was in place but was currently in the process of being refreshed.</p> <p>There was also an update from ADoOSR on Flood/Water Rescue PPE, stating that although a new vehicle was available, the Service was unable to crew it unless new PPE is purchased. This had also impacted on animal rescues and resulted in reliance on cross-border crews. ADoOSR confirmed there was an underspend in Engineering which would be used. SLT agreed the use of £30,000 underspend in Engineering to fund purchase of specialist PPE.</p> <p>The Capital Strategy has been increased to £28,793,000 to include slippage of £975,000 and allocation of spend in advance of £462,000 from 2022/23.</p> <p>The current year Capital Budget was approved by the Fire Authority at £8,421,000 and updated to £8,934,000 (Property £5,665,000 and Fleet and Equipment £3,279,000) including slippage of £975,000 brought forward from 2022/23, allocation of spend in advance of £462,000 from 2022/23.</p> <p>Officers have reviewed the capital plans for 2023/24 and report slippage on delivery of projects to the value of £4,598,000 (51.5%) and spend in advance of £265,000. In addition underspend of £79,000 is expected against capital schemes.</p> <p>The position on reserves shows an opening balance of £14,460,00. The forecast net drawdown from reserves is £6,271,000, a reduction of £1,022,000 compared to the planned drawdown of £7,293,000. This results in an estimated closing balance of £8,174,000. The current forecast of a reduction in reserves of £6.236m means that the service needed to continue to monitor</p> | |
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| | <p>its cash flow closely during the year.</p> <p>SLT noted the risks to Revenue Budget and the projected underspend, forecast slippage and risks to the Capital Programme, ITG strategy position and reduced net forecast drawdown from reserves, together with grants available and spending plans, monitoring of savings taken in 2023/24; and current year investments and borrowing.</p> <p>SLT approved the transfer of £138,000 from the contingency budget to fund the grey book pay award pressure on on-call and overtime.</p> | |
| 185/23 | <p>Call Over</p> <p>The following reports were not called over, and therefore all recommendations contained within them were agreed:-</p> <ul style="list-style-type: none"> - Preston Circus – request to proceed to RIBA Stage 5 - HMICFRS Culture Spotlight recommendation 22 – 360 feedback - Support for Fireground Radio Service - Strategic Performance Report Quarter 1 2023 | |
| 186/23 | <p>Estates Capital Programme – proposed updates</p> <p>Progress against this year’s capital programme has been slower than anticipated due to a number of reasons; subject to SLT and then Fire Authority approval, Estates are now close to finalising the delivery programme for both Preston Circus and Fort Road and have onboarded a term contractor for the Design Guide Projects.</p> <p>The Service is commencing a Strategic Review of Training through a phased approach and once its findings are published following phase 1, we will have a clearer brief on how the estate can support the training function. It is anticipated that the whole review findings will be published in approximately 18 months' time.</p> <p>Acknowledging the above plus the Estates team size, skill set and capacity to deliver projects whilst maintaining BAU we have revised the Capital Delivery programme and requested additional funding to support the PPM.</p> <p>DCFO commented on the projecting timescales and team capacity. Upgrading Estates helpdesk with will assist workloads.</p> <p>SLT approved the revised prioritisation and profiling of Estates Capital Projects for the next 18 months for inclusion in the revised Capital Programme for approval in February 2024.</p> <p>And noted:</p> <ul style="list-style-type: none"> ii) That the remainder of the existing Estates Capital Programme will be subject to review alongside the Estates Strategy and the Design Guide during 2024/25 in order to ensure that it is both affordable and deliverable iii) That delivery of Design Guide improvements to Day Crewed and Retained Stations will be delayed and are likely to be delivered over an extended timeline iv) That planned schemes to replace the LFTU at STC and to develop MPTHs at four sites will be delayed until after the completion of the | |

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| | <p>Strategic Review of Training, Phase 1.</p> <p>v) That additional information will be provided to support the bids submitted under Star Chamber for Generator Replacement, Flood Defence Remedial works, multi station drainage review and Hove felt roof replacement.</p> | |
| 187/23 | <p>Preston Circus – request to proceed to RIBA Stage 5</p> <p>The Interim Head of Estates formally requested approval to conclude RIBA Stage 4 by formalising the NEC Contract with Morgan Sindall and to proceed to RIBA Stage 5- Construction, which will require a budget uplift of £1.6m.</p> <p>The RIBA Stage 4 design and market costing process was completed in July 2023 and despite many iterations of alternative plans it was concluded that in order to achieve the key objectives of the brief, as set out in the Design Guide, the project could not be delivered within the original budget envelope.</p> <p>To meet these objectives, primarily to provide individual temperature-controlled sleeping pods plus meet the Design Guide recommendations regarding management of contaminants and gender appropriate welfare facilities an additional £1.6m of funding is required.</p> <p>It is possible that the project can be delivered with an underspend against this increased budget if the station is able to be fully decanted. Work to assess options to achieve this is ongoing.</p> <p>SLT noted:</p> <ul style="list-style-type: none"> (i) That 'Scope A' issued in the Morgan Sindall Stage 4 pack meets the brief as set out on the Design Guide and has been signed off by the Preston Circus Steering Group. (ii) That the revised scheme removes the provision of a dedicated entrance and lift to the 2nd floor and the fitting out of surplus space but retains the potential to deliver this at a later date. (iii) That the programme duration for the works can be reduced by approximately 6 months if the station is fully decanted, which will also reduce costs. (iv) That a formal proposal regarding decant options will be brought back to SLT for decision in due course (v) The revenue consequences of the proposed increase in the scheme budget and that this be considered in the wider context of review of the Estates Capital Programme including affordability that will be carried out in 2024/25 as part of the review of the Estates Strategy <p>And approved:</p> <ul style="list-style-type: none"> (vi) That approval for a variation to the Capital Programme be sought from Policy & Resources Panel on 9 November to increase the scheme budget for Preston Circus from £3.346m to £4.946m and that the budget be reprofiled as set out in para 6.1. | |
| 188/23 | <p>HMICFRS Culture Spotlight Recommendation 22 – 360 feedback</p> <p>ADoPS summarised and clarified the options available in response to Recommendation 22 in the HMICFRS Spotlight Report and concludes a way forward following the learnings and views shared in the meetings.</p> | |

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| | <p>SLT approved the use of Brighton & Hove County Council (BHCC) for the supply and management of 360 degree feedback for the 5 Assistant Directors. The £325 cost would be funded from the Workforce Transition budget.</p> | |
| 189/23 | <p>Corporate Risk Register Review Quarter 2 2023-24</p> <p>ADoR/T noted that this report discusses the second quarter position for 2023-24. It details the corporate risks identified and how they have or are being mitigated.</p> <p>CR17 Firefighter Pension Scheme has been revised to 6 (moderate) from 12 (substantial). A recalibration of pension risk had now been done. This report would be taken to the Scrutiny & Audit Panel on 9 November 2023.</p> <p>Following a request by the Fire Authority, there was a short discussion around specialist/technical response units. The Community Risk Management Plan implementation timetable would be shared at the Members Seminar on 21 November 2023. SLT discussed whether a climate change risk should be added to the Corporate Risk Register. The ADoSC was asked to draft a risk assessment of the impact of climate change, specifically the increase in extreme weather events, eg. flooding and wildfires, on the Service as part of the Quarter 3 Risk Review process. This will be brought back to the Scrutiny & Audit Panel for consideration in January 2024. ADoR/T confirmed arrangements for Devon & Somerset FRS Risk Manager to support an assessment against the ALARM model, of our approach to corporate and departmental risk.</p> <p>SLT agreed the Q2 Corporate Risk Register including changes made since Q1 2023/24 and considered any further information or assurance required from Risk Owners.</p> | <p>ADoSC Dec 23</p> |
| 190/23 | <p>Support for Fireground Radio Service</p> <p>ADoOSR sought approval to move provision of support for Fireground Radios from Engineering to telent.</p> <p>It was proposed that we migrate the technical support for Tait Fire Ground Radios back to Telent. Telent has a proven track record of providing technical support for fire ground radios, and they have the expertise and resources to ensure that our users receive the support they need.</p> <p>Migrating the technical support to Telent would have several benefits, including:</p> <ul style="list-style-type: none"> - Improved user experience: Users would be able to get the support they need more quickly and easily. - Improved defect tracking: Telent has a robust defect tracking system that would allow us to track defects more effectively. <p>We believe that migrating the technical support for Tait Fire Ground Radios to Telent would be the best course of action. It would improve the user experience and improve defect tracking. The proposal results in a pressure of £122,354 over five years.</p> <p>SLT approved the migration of technical support for Tait Fire Ground Radios from Engineering to Telent and funding of £22,030 from the current revenue budget, the pressure of £463 as a bid through Star Chamber and the biennial</p> | |

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| | battery replacement of £60,000 through the IT Strategy. | |
| 191/23 | <p>Say So Presentation</p> <p>Paul Adams from Say So provided SLT with a presentation on the key elements of Say So, a web-based platform to report any type of workplace concern. It is secure, independent, impartial and accountable. It allows staff to feel safe and confident to 'Speak Up' when they feel they cannot report matters in the normal way and it facilitates feedback even when issues are raised anonymously.</p> <p>One of the key benefits of Say So was that it provides more opportunities to improve workplaces and keep people safe, generate positive action and acknowledging the value of input from all staff. Paul outlined the reporting platform options and stated that each report is logged and supervised for QA purposes. Say So claim to build positive relationships, always offer feedback and can assist their clients to resolve issues.</p> <p>It was confirmed that ADoPS and the HR & OD Manager would be appointed as the 2 SPOCs, appts would be made with Say So to brief them accordingly. Once this had taken place, a launch date would be identified, which was anticipated to be towards the end of November 2023.</p> | |
| 192/23 | <p>CRM Project – progress update</p> <p>ACFO provided SLT with an update on progress to date and future plans of the CRM project.</p> <p>To complete all the CRM project objectives the project is focused on:</p> <ul style="list-style-type: none"> - Training delivery of protection Mobile App versions due to complete November 2023 - Gazetteer integration with the LCS managed BlueLight address management system. - Incident information integration with 3TC IRS for better prioritisation and management information - Must have Minimum Viable Product (MVP) for the SSRI, Protection and Prevention based on service improvements as well as change in Fire Safety Legislations. <p>The project is within its revised budget of £2.107m and spending is on track. However, to complete the high priority MVPs for SSRI, Protection and Prevention a further £132,000 is required. An additional bid for £95,000 has been made as part of Star Chamber, however a further bid of £37,000 is also needed to enable remaining priority developments to be completed before the project closes. SLT agreed additional funding of £132,000 from the Improvement & Efficiency Reserve.</p> <p>SLT noted the progress that has been made to date as well as future planned deliverables. It was noted that lessons learnt would be incorporated into the gateway document as part of the wider evaluation report.</p> | |
| 193/23 | <p>Strategic Performance Report Quarter 1 2023</p> <p>ADoP&I presented the Strategic Performance Report for Quarter 1 2023. The report is structured into four sections:</p> | |

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| | <ol style="list-style-type: none"> 1. Performance at a glance summary 2. Service Priority Areas 3. Performance measures needing improvement 4. Annual Performance Measures and those that are new <p>SLT considered the strategic performance report and did not feel it necessary to suggest any amendments prior to it being presented at the Scrutiny and Audit Panel.</p> | |
| 194/23 | <p>Safer Communities Action Plan</p> <p>ADoSC had provided a verbal update on the latest position under agenda item 4 - Revenue and Capital Budget 2023/24.</p> | |
| 195/23 | <p>SLT Forward Plan 2022 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>ADoR/T stated that the external auditor's Audit Results Report could not be taken to Panel until the 2022/23 audit of the accounts was completed, but there would be an external audit update report. Business Rates Pooling would go to the Policy & Resources Panel on 9 November 2023.</p> <p>Further consideration would be given to an alternative demo in place of Commercial Fire Training at the Members Seminar on 1 July 2024.</p> | |
| 196/23 | <p>Draft NFCC Consultation Response – draft guidance for Minimum Service Levels</p> <p>DCFO provided a verbal update and stated that the service had agreed not to submit a response as felt they could not add anything further to the request for feedback.</p> | |
| 197/23 | <p>Any Other Business</p> <p><u>MBOS Update</u> Graham Forsdyke had prepared a briefing note for SLT.</p> <p><u>Dorset & Wiltshire FRS Culture report</u> ADoPS stated that this had been released yesterday, and was in the process of reviewing the 28 recommendations for discussion at Culture Club on 24 October 2024.</p> <p><u>Core Brief</u> CMM stated that there had been a slight revision to Core Brief form in order to make it clearer for the reader and a fuller review of content for Core Brief was now being undertaken prior to approval.</p> | |
| 198/23 | <p>Date of Next Meeting</p> <p>The next meeting will be held on 22 November 2023</p> | |