

# **FIRE AUTHORITY POLICY AND RESOURCES COMMITTEE**



**CAMBRIDGESHIRE  
& PETERBOROUGH  
FIRE AUTHORITY**  
*Working together to improve community safety*

**Date: Thursday, 12 April 2018**

**10:30hr**

**Fire and Rescue Service Headquarters  
Hinchingsbrooke Cottage, Brampton Road, HUNTINGDON,  
PE29 2NA**

## **AGENDA**

**Open to Public and Press**

- 1. Apologies**
- 2. Declarations of Interest**
- 3. Minutes 25th January 2018 Policy and Resources Committee 5 - 14**
- 4. Minutes action Log April meeting 15 - 20**
- 5. Minutes of 29th March Overview and Scrutiny Committee  
to follow**

## **DECISIONS**

6. **Equality, Diversity and Inclusion Strategy andf Priorities 2018-2020** **21 - 36**

**INFORMATION AND MONITORING**

7. **Integrated Risk Management Plan Refresh Update**

To follow

8. **Policy and Resources Work Programme 2018-19** **37 - 40**

9. **Date of Next Meeting - Thursday 26th July 2018**

The Fire Authority Policy and Resources Committee comprises the following members:

Councillor Kevin Reynolds (Chairman) Councillor John Peach (Vice-Chairman)

Councillor Mohammed Jamil Councillor Donald Adey Councillor Simon Bywater Councillor Derek Giles Councillor Terence Rogers Councillor Mike Shellens and Councillor Mandy Smith

*For more information about this meeting, including access arrangements and facilities for people with disabilities, please contact*

Clerk Name: Rob Sanderson

Clerk Telephone: 01223 699181

Clerk Email: [rob.sanderson@cambridgeshire.gov.uk](mailto:rob.sanderson@cambridgeshire.gov.uk)

*The Fire Authority is committed to open government and the public are welcome to attend from the start of the meeting.*

*It supports the principle of transparency and encourages filming, recording and taking photographs at meetings that are open to the public. It also welcomes the use of social networking and micro-blogging websites (such as Twitter and Facebook) to communicate with people about what is*

*happening, as it happens. These arrangements operate in accordance with a protocol which can be accessed via the following link below or made available on request.*

**Public speaking** on the agenda items above is encouraged. Speakers must register their intention to speak by contacting the Democratic Services Officer at least three working days before the meeting.

Full details of the public speaking scheme for the Fire Authority is available at

[http://www.cambsfire.gov.uk/fireauthority/fa\\_meetings.php](http://www.cambsfire.gov.uk/fireauthority/fa_meetings.php)



**CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY**  
**POLICY AND RESOURCES COMMITTEE: MINUTES**

**Date:** 25<sup>th</sup> January 2018

**Time:** 10.45\* a.m. – 12.15 p.m.

**Place:** Fire and Rescue Services HQ, Hinchbrooke Cottage, Brampton Road, Huntingdon

**Present:** Councillors: S Bywater, D Giles, J Peach (Vice Chairman), T Rogers and K Reynolds (Chairman)

**Also in attendance:** Councillor Shellens.

\*Later start to accommodate Members who were delayed by unusually heavy traffic

**41. APOLOGIES FOR ABSENCE**

Apologies for absence received from Councillors Adey, Smith and Jamil.

**42. DECLARATIONS OF INTEREST**

None.

**43. MINUTES OF THE MEETING HELD ON 14<sup>th</sup> DECEMBER 2017**

The minutes of the meeting held on 14<sup>th</sup> December 2017 were confirmed as a correct record and were signed by the Chairman.

**44. POLICY AND RESOURCES COMMITTEE MINUTE ACTION LOG**

Oral updates included:

**Minute 101 Update On Strategic Workforce Objectives**

a) **Progress in relation to age related claim due to Pension changes** - An update was expected to be announced in the next few weeks.

b) **Membership Review – dependent upon the determination of the Police and Crime Commissioner Business Case** – the decision on the latter is expected early February. There was some uncertainty if this date would slip further.

**Minute 39 Committee Work Programme – Request to change recently notified dates for 2018-19 back from Tuesdays to Thursdays** - four dates were affected and Officers having consulted with diaries proposed the following changes;

- Thursday 4<sup>th</sup> October 2018 to replace Tuesday 25<sup>th</sup> September 2018
- Thursday 20<sup>th</sup> December 2018 to replace Tuesday 18<sup>th</sup> December 2018
- Thursday 31<sup>st</sup> January 2019 to replace Tuesday 29<sup>th</sup> January 2019
- Thursday 25<sup>th</sup> April to replace Tuesday 23<sup>rd</sup> April 2019

The above Committee dates were agreed.

The Minute Action Log was noted as amended above.

#### **45. FIRE AUTHORITY BUDGET 2018-19**

The Committee received a report providing details of the proposed budget and precept for 2018-19.

It was highlighted that:

- the Draft Revenue Support Grant (RSG) settlement had been received on 19th December 2017 which was after the December meeting of the Policy and Resources Committee which had considered the initial draft budget.
- The significant change to funding announced as part of the settlement was in respect of the council tax referendum limit increasing from 2% to 3%.

The draft budget presented in December 2017 and the budget attached to the report on the published agenda provided details of a budget on the assumption of a 2% increase in council tax. The budget included in the report appendix also assumed that there would be no further changes to the settlement figures when the final settlement was received.

However for the purpose of consultation, the Fire Authority had consulted on three options: a 0% increase, 2% and an increase up to the new 3% threshold. An oral update on the results of the consultation on the three options was provided at the meeting that indicated that 106 responses had been received, with the following breakdown of the preferences:

56 in favour of 3%  
10 in favour of 2%  
40 in favour of 0%

An additional Budget Appendix was tabled at the meeting providing details of the effect of an additional 1% increase. This has been included as Appendix 1 to these Minutes. An additional 1% increase to 3% would provide additional revenue of £200k which would mean that the planned budget reduction of £531k would be reduced to £331k. An additional 1% represented an extra 67p on the average Band D Council Tax.

It was explained that the additional revenue raised by increasing council tax by 3% would help with regard to both the additional competence training that

would be required due the age demographic of the force and the expectation of a high turnover of staff in the next five years (affecting up to 70 posts out of an establishment of 175-180 on top of those leaving to take other employment) and to also provide a financial safety cushion should the pay award be higher than the 2% budgeted for. In answer to a question with regard to the average length of service for those leaving the service to work elsewhere, it was clarified that it was those staff with service of between 10 -20 years.

Attention was also drawn to the reduction in fire calls outs which had seen a 40% decrease in the last 10 years which was also a tribute to the greater emphasis on fire prevention educational training. The downside of this was that as both full time and On-Call firefighters were exposed to less real incidents this had potential issues on retaining appropriate competence levels and was also adversely affecting retention with On-Call turnover being 4%. Another factor potentially adversely affecting recruitment was firefighters now being required to pay into the pension scheme for 40 years compared to 30 years previously and that pay had either been frozen or limited to a 1% a year pay increase for the previous six years. Currently the position on pay negotiations was that the unions had rejected the 2% pay offer. Any final pay award would be backdated to June 2017. If 3% was awarded, this would have to be found from reserves for one year only.

Issues raised included:

- Querying the allowance of only 1% made for inflation. It was explained in response that growth was being restricted to ensure greater efficiency and the need to remain within the budget envelope; 80% of the budget represented staff costs with inflation calculated using final indices and Consumer Price Index (CPI) forecasts.
- From a presentational issue, the report did not provide figures for the different percentage increases which required to be rectified on the final version to be presented to the Fire Authority. It was clarified that a 1% increase was a rise of 67p, 2% a rise of £1.34 and 3% a rise of £2.01 per year.
- Page 4 of the budget book - an explanation was requested regarding the -£36K transfer from reserves figure. It was explained that this was the combined figure notified from the districts regarding under collection, and would be offset by reserves allocated to deal with it.
- Whether 40% less call outs enabled cost savings to be made in other areas such as fuel and less wear and tear on vehicles, enabling them to have a longer operational life. In response it was confirmed that savings had been made including areas such as the On-Call staffing establishment and moving full time staff around to support the former, as the Service was judged on its response time to incidents. Vehicle life had also increased as suggested and was now up to 15 years with more use made of smaller vehicles. Servicing of vehicles is outsourced as it is more cost effective than the Service having its own facility.

- Following up on the above, a question was raised on whether the reduction in incidents had a knock-on effect on the call centre and required staffing levels. It was explained that the shared call centre with Suffolk had resulted in savings. Efficiencies were looked at in all areas with £400k achieved from staff rationalisation, including a 14% reduction in full time staff and a 30% reduction in support staff. It was highlighted that Cambridgeshire Fire and Rescue Service was run as one of the cheapest in the country and was, in comparison with others, only a small service which made savings more difficult to achieve without compromising service delivery.
  - Page 29 highlighted that the 'Other Income' light blue segment of the pie charts were not included in the key. This would be rectified in the version to the Fire Authority.
  - The point was made by a Member that on the figures provided by 2021, capital projects would require to be financed from borrowing. It was suggested that as the rates were currently low and as the expectation was that they would rise in the next 2-3 years, now would be a good time to lock into some low interest loans to help finance future years capital projects. The Deputy Chief Executive indicated that the report to the Fire Authority meeting would include the future Capital Borrowing Plan.
  - Regarding a request for an update on the proposed Monkswood shared training facility, in discussion it was highlighted that English Nature had indicated that they would be responding to the consultation, but had not yet given a timescale.
  - It was suggested that outside of the meeting it would be useful for the Committee to be given a breakdown of the percentage of the Cambridgeshire population who fell in each of the council tax bands.
- Action Deputy Chief Executive.**

In further discussion on the various budget options of a 0%, 1%, 2% or 3% increase, the Committee was agreed that the case for financing additional specialist training had been made and that this needed to be highlighted in more detail regarding how the additional money would be allocated in publicity literature.

It was unanimously resolved to recommend to the full Fire Authority:

1. That approval is given to a Fire Authority budget requirement of £28,422,000.
2. That approval is given to a recommended Fire Authority precept for Authority Tax from District Authorities and Peterborough City Authority of £19,245,000.



3. That approval be given to an Authority Tax for each band of property, based on the number of Band D equivalent properties notified to the Fire Authority by the District Authorities and Peterborough City Authority (279,882):

| Band | Authority Tax | Band | Authority Tax |
|------|---------------|------|---------------|
| A    | £45.84        | E    | £84.04        |
| B    | £53.48        | F    | £99.32        |
| C    | £61.12        | G    | £114.60       |
| D    | £68.76        | H    | £137.52       |

4. That approval is given to the Prudential and Treasury Indicators as set out on page 9 of the report.
5. That approval is given to the Treasury Management Strategy Statement on pages 8 to 13 of the report.
6. That approval is given to the Capital Programme detailed at page 6 of the report.
7. That approval is given to the Minimum Revenue Provision (MRP) Policy Statement detailed at page 14 of the report.

#### **46. CONSULTATION RESPONSE – FIRE AND RESCUE SERVICE NATIONAL FRAMEWORK**

This report provided a proposed response to the Government consultation on the revised Fire and Rescue National Framework for England, for which the closing date was 14<sup>th</sup> February, and inviting the Committee to comment on and approve its contents.

The framework aimed to provide an overall strategic direction and support to fire and rescue authorities taking account of sector changes such as the introduction of the inspectorate and the creation of the National Fire Chiefs Council (NFCC). In addition, the framework also reflected the provisions in the Policing and Crime Act 2017 on emergency services collaboration and changes to fire and rescue governance.

The intention had been to include the full document as an appendix and as through an omission this had not happened, it was proposed to e-mail it to the Committee following the meeting. On this basis Democratic Services advised that it should be agreed in principle and that if any Member had any further suggestions having subsequently received the full draft document these could be e-mailed to the lead Officer and a revised draft agreed with the Chairman and Vice Chairman. **Action: Assistant Chief Fire Officer.**

Highlighted sections included:

- Within the Workforce Chapter (Chapter 6) the section on 're-engagement of senior officers post retirement' this had been added as a result of an earlier, separate consultation.
- The revision contained at Annex A the revised 'Protocol on Central Government Intervention Action for Fire and Rescue Authorities'. Section 23 of the Fire and Rescue Services Act (2004) requiring that an intervention protocol be prepared that the Secretary of State should have regard to it in exercising such powers.

It was explained that further revisions to the framework might be required as a result of the outputs of the Grenfell Tower Inquiry and the Independent Review of Building Regulations and Fire Safety, but would be the subject of a separate consultation.

There was discussion regarding the Governance section and the section focussing heavily towards the governance model for an authority that falls under the Police and Crime Commissioner and the importance of it having a valid business case and clarity on how the model was expected to work.

It was resolved:

- 1) To note the summary of the contents of the Framework and approve in principle the draft consultation response attached at Appendix 1 to the report.
- 2) To delegate to the Assistant Chief Fire Officer, in consultation with the Chairman and Vice Chairman, approval of the final version of the document taking into account any further comments received following Members viewing the full consultation document and to recommend it on to the full Fire Authority.

#### **47. COMPREHENSIVE SPENDING REVIEW UPDATE**

This report provided the Committee with an update of activity completed and proposed actions with regard to the Comprehensive Spending Review (CSR) and the savings required to be made in the four year grant period commencing from 2016 to 2020.

The lead Officer was congratulated regarding the Service being able to advise the Committee that the CSR project had identified the required level of savings for the current CSR period up to 2019/20 which at the time of writing the report had been based on the following financial assumptions which would now need to be amended to take account of the proposal for a 3% increase in Council Tax;

- growth in Cambridgeshire and Peterborough continuing as currently predicted,
- the Authority agreeing to proposed council tax precept increases,

- any pay rises above 1% each year (as agreed by central government via a submitted and approved efficiency plan) would be found outside of the CSR project.

Table 2 of the report detailed the identified savings over each of the years covering the current CSR period and that whilst it showed that they would not be reached in Year 3, Year 4 savings would be able to cover the shortfall.

Comments included:

- In answer to a question on how had the fire and rescue service performance on savings compared to other similar authorities it was explained that Cambridgeshire was fortunate in that it continued to have a growing population and that other services such as Suffolk had struggled to achieve a balanced budget.
- Asking what was the position in Northamptonshire it was explained that they were in a different position being under County Council control and with the financial problems it faced, it had initiated a merger under the local Police and Crime Commissioner with the business case still under review.

It was resolved:

To acknowledge the work undertaken and to note that a revised figure on the savings would be presented to the full Fire Authority meeting.

#### **48. INTEGRATED RISK MANAGEMENT PLAN UPDATE**

This report provided the Committee with an update of the Service's delivery against its Integrated Risk Management Plan.

Issues raised included:

- Paragraph 6.3 'Delivery of Firebreak...' Seeking more information on this new programme to support the safety and health of young people. It was explained that it had successfully delivered six courses, costing £6k per course, in Peterborough during 2017 with some of the funding provided by Partners. Officers were now working with partners and schools in other areas of the County to secure funding and formulate the 2018 delivery plan. Councillor Bywater as the Chairman of the Children's Committee at Cambridgeshire County Council (CCC) offered to assist in discussions with CCC Officers.
- Paragraph 7.6 'Providing a cost effective and flexible approach to meeting our aerial capability requirement' – the Chairman asked the progress regarding this procurement exercise. In response it was explained that it had been included in the Capital Programme with the intention that the Service would purchase two new vehicles. The Type

3 project and decision making process had been scrutinised by a Member led review which was presented to Overview and Scrutiny Committee on 11<sup>th</sup> January. The latter, having received the recommendations of the Member led working group, were satisfied the decision making process was robust and evidence based agreeing that the purchase of two vehicles not necessarily of the same type or specification was appropriate. The Chairman queried the purchase decision making process and was informed that it was an Officer operational decision. He indicated that he was not comfortable that a decision for such large budget items would not involve Members. He would take up the issue with Officers outside of the meeting. **Action: Chairman**

It was resolved:

To note the report.

#### **49. FIRE AUTHORITY PROGRAMME MANAGEMENT REPORT**

This report provided the Committee with progress against the corporate objectives for 2017-18.

In the report the Service Transformation Manager highlighted the following areas in respect of the Type 3 (High) Projects:

- PO105 General Data Protection Regulation Implementation Project – this was on target.
- P108 Replacement ICCS and Mobilising Solution – the specification for this was to be prepared over the coming months in order to be able to make a decision in the Autumn.
- P0104 Implementation of Wholetime Shift System – the two additional appliances had now been received. The response time in rural areas had reduced so the early indication was that that they are working well and have been well received.
- P073 Asset Management Software – The trial which had already rolled out to three of the four stations was progressing well.
- P084 Review of Reporting – this was going well with the dashboard having gone live being well received.
- P089 ESMCP Emergency Services Mobile Communications – This was still awaiting the Home Office schedule, which had been further delayed. A technical solution is not in place and there was now significant delay. As this was a project that the Government would not allow to fail as it involved all blue light services and the financial benefits were considered to be significant, one Member commented that if it became a financial burden it would be a further pressure on the budget.
- PO88 – On-Call Project Stage 2 – Councillor Reynolds had joined the Board. This was looking at different crewing models with the next stage looking at how to better support the On-Call firefighters to ensure they recognised that they were valued. A question was raised regarding

whether there was an appetite with On-Call firefighters to move area and go to other stations. In reply it was indicated that for some this was not an issue and there was flexibility in the less critical stations.

- P098 - Cambridgeshire Public Services Network – This was nearer green now as progress was being made.

It was resolved:

To note the update.

## **50. STRATEGIC RISK AND OPPORTUNITY MANAGEMENT REPORT**

This report provided the Policy and Resources Committee with an update of the Service's Strategic Risk Register.

The Deputy Chief Executive in presenting the report commented that the blue areas of the scoring matrix appendix were difficult to read. (Note - Officers had already undertaken to review the shades used for future reports) **Action:**

**Tamsin Mirfin**

Areas highlighted included:

- R130 - the introduction of the General Data Protection Regulations - which posed a significant risk to the Service showing as red on the matrix mitigations were in progress with the work recognised as a priority to ensure the Service was appropriately compliant with May 2018 introduction date.
- PO91 - ICT Shared Service Joint Administration – a meeting had been arranged to discuss this with colleagues in Bedfordshire.

Issues raised in subsequent discussion included:

- Asking how often the risks were reviewed – the reply quarterly to ensure they were still current and that mitigation measures being taken were effective.
- The Chairman expressed surprise that R127 – Succession Planning shown as a high risk was at this level – in reply it was explained that it was due to the small size of the Service and that where a person left there would be a gap in knowledge despite the best efforts to undertake appropriate documentation (also R001 Reliance on key staff to deliver the core service) – it was a risk rather than an actual current event. The challenge going forward was to ensure the appropriate people were attracted to fill vacancies that arose.
- There was a discussion regarding a letter to be sent to HM Revenue and Customs (HMRC) regarding the current confused tax situation whereby Officers on duty using lease cars were treated as being tax

exempt, but if not used to provide cover, it was treated as a private vehicle and therefore fully taxed. This was being challenged.

It was resolved:

To note the contents of the report.

## **POLICY AND RESOURCES COMMITTEE WORK PROGRAMME**

The work programme and revised dates agreed earlier in the meeting were noted.

Democratic Services raised the issue of whether the Committee wished to continue to receive Overview and Scrutiny Committee Minutes which were only included for information purposes as at earlier meeting there had been a request that the format should change from receiving hard copy as part of the agenda to just receiving a link to save paper. However this approach had been challenged at the last meeting as some Members were not accessing the link. The Chairman confirmed that due to a discussion earlier regarding the role of the Overview and Scrutiny Committee, their minutes should revert back to being included as a hard copy item on the agenda.

The Work Programme was noted.

**DATE OF NEXT MEETING – 10.30 A.M. THURSDAY 12<sup>th</sup> APRIL 2018 AT  
SERVICE HEADQUARTERS HUNTINGDON**

Chairman  
12<sup>th</sup> April 2018

FIRE AUTHORITY  
POLICY AND  
RESOURCES  
COMMITTEE

Minutes - Action Log

This is the updated action log as at 4<sup>th</sup> April y 2018 and captures the actions arising from the most recent Policy and Resources Committee meetings and updates Members on the progress on compliance in delivering the necessary actions.

| MINUTES OF THE JANUARY 2017 COMMITTEE |  |                              |  |  |                |
|---------------------------------------|--|------------------------------|--|--|----------------|
| <u>Minute No.</u>                     | <u>Report Title</u>                      | <u>Action to be taken by</u> | <u>Action</u>  | <u>Comments</u>  | <u>Status</u>  |
| 101.                                  | UPDATE ON STRATEGIC WORKFORCE OBJECTIVES | R Hylton / D Thompson        | a) There was a request for a Member Briefing regarding progress in relation to the age related claim due to pension changes.                 | The national picture remains fluid; briefing to be arranged once final position known.   | Action on hold |
|                                       |  | M Warren                     | b) Deputy Chief Executive to ask the Monitoring Officer to start scoping a membership Review report including seeking existing member views. | Action noted. As updated at previous Committee meetings the outcome of the Police and Crime Commissioner (PCC) business case will determine requirement for and the scope of any review. | Action on hold |

## MINUTES FROM THE 14<sup>th</sup> DECEMBER COMMITTEE 2017

| <u>Minute No.</u> | <u>Report Title</u>  | <u>Action to be taken by</u> | <u>Action</u>  | <u>Comments</u>  | <u>Status</u>         |
|-------------------|--|------------------------------|--|--|-----------------------|
| 32.               | ANNUAL REVIEW OF THE OPERATION OF THE ICT SHARED SERVICE AGREEMENT | John Fagg / Deb Thompson     | a) <b>Current constraints – aligning the pay structures with Bedfordshire.</b> The Chairman to assist by meeting with his opposite number in Bedfordshire to try to move things on, <b>Action Officers to provide Chairman with appropriate contact details.</b> | At the time of preparing this Minute log update the Bedfordshire Chairwoman was still currently unavailable for a meeting. | <b>Action ongoing</b> |

## MINUTES FROM THE JANUARY COMMITTEE 2018

|     |  |                |  |   |                          |
|-----|--|----------------|--|---|--------------------------|
| 45. | FIRE AUTHORITY BUDGET 2018-19                                      | Matthew Warren | It was suggested that outside of the meeting it would be useful for the Committee to be given a breakdown of the percentage of the Cambridgeshire population who fell in each of the council tax bands.  | Information related to this request was provided in an e-mail to the Committee on 4 <sup>th</sup> April. A copy of the information is included as a separate appendix to this action log.       | <b>Action completed.</b> |
| 46. | CONSULTATION RESPONSE – FIRE AND RESCUE SERVICE NATIONAL FRAMEWORK | Rick Hylton    | It was agreed that the appendix with the response which through an omission had not been included on the agenda be e-mailed to the Committee following the meeting. If any Member had any further suggestions having viewed the full draft document, these could be e-mailed to the lead Officer and a revised draft agreed with the Chairman and Vice Chairman. | The appendix was provided to the Committee following the meeting on the 25 <sup>th</sup> January.<br><br>The final response was sent via the Home Office link on 12 <sup>th</sup> February 2018 | <b>Action completed.</b> |



|            |   |                      |  |  |  |
|------------|---|----------------------|--|--|--|
|            |   |                      |  |  |  |
| <b>48.</b> | <b>INTEGRATED RISK MANAGEMENT PLAN UPDATE</b>           | <b>Cllr Reynolds</b> | The Chairman queried the purchase decision making process and was informed that it was an Officer operational decision. He indicated that he was not comfortable that a decision for such large budget items would not involve Members. He would take up the issue with Officers outside of the meeting. | The Chairman would provide an oral update.   |  |
| <b>50.</b> | <b>STRATEGIC RISK AND OPPORTUNITY MANAGEMENT REPORT</b> | <b>Tamsin Mirfin</b> | The Deputy Chief Executive in presenting the report commented that the blue areas of the scoring matrix appendix were difficult to read. (Note - Officers had already undertaken to review the shades used for future reports)   | This request would be actioned as requested. |  |
|            |   |                      |  |  |  |



Table\_CTSOP1.0\_2017

| GEOGRAPHY | BA_CODE | ECODE     | AREA_NAME                            | BAND_A        | BAND_B        | BAND_C        | BAND_D        | BAND_E        | BAND_F        | BAND_G        | BAND_H       | ALL_PROPERTIES |
|-----------|---------|-----------|--------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|--------------|----------------|
| ENGWAL    | N/A     | K04000001 | ENGLAND AND WALES                    | 6,081,100     | 5,008,590     | 5,538,980     | 3,929,800     | 2,475,050     | 1,323,160     | 894,530       | 153,640      | 25,410,360     |
| NATL      | N/A     | E92000001 | ENGLAND                              | 5,871,500     | 4,709,040     | 5,229,530     | 3,700,220     | 2,284,970     | 1,207,900     | 842,020       | 140,900      | 23,986,070     |
| LAUA      | 540     | E06000031 | Peterborough UA                      | 34,490        | 20,310        | 13,660        | 7,720         | 4,360         | 1,890         | 940           | 70           | 83,440         |
| CTYMET    | N/A     | E10000003 | Cambridgeshire                       | 39,590        | 60,450        | 73,210        | 44,970        | 32,080        | 17,330        | 9,920         | 1,130        | 278,670        |
| LAUA      | 505     | E07000008 | Cambridge                            | 4,140         | 10,080        | 19,130        | 9,750         | 5,610         | 3,550         | 3,060         | 480          | 55,800         |
| LAUA      | 510     | E07000009 | East Cambridgeshire                  | 4,570         | 10,950        | 7,540         | 6,750         | 4,440         | 2,020         | 690           | 80           | 37,040         |
| LAUA      | 515     | E07000010 | Fenland                              | 16,680        | 11,980        | 8,490         | 4,410         | 2,110         | 570           | 160           | 20           | 44,430         |
| LAUA      | 520     | E07000011 | Huntingdonshire                      | 11,760        | 20,100        | 17,750        | 11,740        | 8,920         | 3,700         | 1,760         | 160          | 75,890         |
| LAUA      | 530     | E07000012 | South Cambridgeshire                 | 2,450         | 7,340         | 20,290        | 12,320        | 11,000        | 7,490         | 4,250         | 380          | 65,520         |
|           |         |           | <b>Total houses per band (Cambs)</b> | <b>74,080</b> | <b>80,760</b> | <b>86,870</b> | <b>52,690</b> | <b>36,440</b> | <b>19,220</b> | <b>10,860</b> | <b>1,200</b> | <b>362,120</b> |
|           |         |           | <b>% Property by Band (Cambs)</b>    | <b>20%</b>    | <b>22%</b>    | <b>24%</b>    | <b>15%</b>    | <b>10%</b>    | <b>5%</b>     | <b>3%</b>     | <b>0%</b>    | <b>1</b>       |
|           |         |           | <b>% Property by Band (England)</b>  | <b>24%</b>    | <b>20%</b>    | <b>22%</b>    | <b>15%</b>    | <b>10%</b>    | <b>5%</b>     | <b>4%</b>     | <b>1%</b>    | <b>1</b>       |



**TO:** Policy and Resources Committee

**FROM:** Alison Scott - Equality and Inclusion Adviser

**PRESENTING OFFICER(S):** Assistant Chief Fire Officer (ACFO) Rick Hylton

Telephone: 01480 444500  
rick.hylton@cambsfire.gov.uk

**DATE:** 12 April 2018

---

## **EQUALITY, DIVERSITY AND INCLUSION STRATEGY AND PRIORITIES 2018 - 2020**

### **1. PURPOSE**

- 1.1 The purpose of this report is to propose the overall direction and priorities for improving equality, diversity and inclusion in both service delivery and workforce over the next two years.

### **2. RECOMMENDATION**

- 2.1 The strategy and priorities for 2018 – 2020 have been agreed by the Chief Officers Group following consultation with Area and Group Commanders, Heads of Groups, representative bodies and external partners. They derive largely from our Integrated Risk Management Plan (IRMP) and what we know about both risk and vulnerability in our communities. They are also influenced by national strategies and legal requirements.
- 2.2 It is therefore requested that the Committee agree the strategy and priorities as attached at Appendix 1.

### **3. RISK ASSESSMENT**

- 3.1 **Legal** - the public sector equality duty requires Cambridgeshire and Peterborough Fire Authority to have due regard to the need to;
- eliminate discrimination, including harassment and victimisation,
  - advance equality of opportunity between people who share a protected characteristic and those who don't,
  - foster good relations between people who share a relevant protected characteristic and those who don't.

The specific regulations (2011) require the publication of at least one specific, measureable, objective every four years that demonstrates how the Authority

will meet the public sector equality duty in relation to identified needs of service users, workforce and other stakeholders. This strategy goes beyond these requirements.

3.2 **Political** - by setting out equality priorities and planned activity we are able to share our intentions with partners, service users and staff and so identify opportunities for working together.

3.3 **Social** - by communicating our priorities for communities and workforce we provide a clear focus for improving specific outcomes for disadvantaged, vulnerable and minority groups and for reducing inequalities.

#### 4. EQUALITY IMPACT ASSESSMENT

4.1 The impact of this strategy and priorities is positive for gender (workforce), black, Asian and minority ethnic communities (workforce and service users). However many of the activities are intended to improve inclusion for all groups.

4.2 While disability, religion and lesbian, gay, bisexual, transsexual, and transgender (LGBT) inclusion do not have specific objectives, much of the day to day work of the Service will still ensure equality for these groups is advanced.

#### BIBLIOGRAPHY

| Source Documents                                    | Location  | Contact Officer  |
|---|---|--|
| Cambridgeshire and Peterborough Fire Authority IRMP | Service HQ<br>Hinchbrook Cottage<br>Brampton Road<br>Huntingdon | Rick Hylton<br>Assistant Chief Fire Officer<br>01480 444500<br><a href="mailto:rick.hylton@cambsfire.gov.uk">rick.hylton@cambsfire.gov.uk</a>      |
| Equality Act 2010                                   | Service HQ<br>Hinchbrook Cottage<br>Brampton Road<br>Huntingdon | Alison Scott<br>Equality and Inclusion Adviser<br>01480 444537<br><a href="mailto:alison.scott@cambsfire.gov.uk">alison.scott@cambsfire.gov.uk</a> |







# Equality, Diversity and Inclusion **2018 -2020**

- Introduction – inclusion matters
- Our communities
- Our workforce
- Embedding equality, diversity and inclusion
- External influencers - improvement opportunities
- Measurement and review
- Objectives and action plan 2018-20



## Introduction – Inclusion Matters

Our vision is for safe communities in Cambridgeshire and Peterborough where there are no preventable deaths or injuries in fires or other emergencies (Integrated Risk Management Plan [IRMP] 2017 – 2020). To achieve this, we need to achieve operational and community safety excellence in the most cost effective way (value for money), putting **people** at the centre of everything we do – both **people in the community** in terms of their safety and diverse needs and **our own staff** in terms of training, development and well-being.

To make this a reality, we need to engage and work with a broad spectrum of communities and staff groups. We need to ensure their different needs are understood and met and they all feel valued for who they are. This document explains how we intend to do this. It has been developed from our IRMP taking account of the contributions from communities, staff, representative bodies and national influences. The IRMP sets out our aims and objectives in detail and these include our equality objectives. Along with these plans, our responsibilities under the **Equality Act 2010** help us to achieve better equality outcomes for our communities and staff. They ensure that we will continually take action to:

- **Eliminate discrimination, harassment and victimisation.**
- **Advance equality of opportunity between people who share a protected characteristic<sup>1</sup> and those who don't.**
- **Foster good relations between people who share a protected characteristic and those who don't.**

In our work to continually develop a more inclusive culture, we recognise that there are other attributes that make us different from each other e.g. working patterns; family and caring commitments; our work groups; learning styles; trade union support and membership; roles and seniority; educational and professional backgrounds.

---

<sup>1</sup> The term “protected characteristics” refers to those attributes where there is legal protection from disadvantage: age; disability; ethnicity; gender reassignment; marriage and civil partnership; pregnancy and maternity; religion and belief; sex; sexual orientation.

We will aim to make our work environment an inclusive one where these and other aspects of diversity are valued and nurtured to continually develop an excellent fire and rescue service.

This work is a continuation of earlier plans and our performance against our objectives can be found in our latest equality and inclusion compliance report and in our 2015 equality peer assessment, both on our website.

The Service cannot achieve this by itself and a vital part of building trust with communities, partners and staff is to ensure they have a voice and to work alongside them. We hope you'll contribute by sharing your thoughts on this strategy by responding to our equality and inclusion adviser [alison.scott@cambsfire.gov.uk](mailto:alison.scott@cambsfire.gov.uk) by email or consultations on our website.

Chris Strickland  
Chief Fire Officer

Rick Hylton  
Assistant Chief Fire Officer  
Equality, Diversity and Inclusion lead

April 2018



## Our communities

Our role is to keep people safe and we focus our efforts on those who are most at risk or vulnerable. How we do this is described in our IRMP and the diversity of our communities is also described in Appendix C of that document. **Older people with disability or health related needs** are among those most at risk of injury or fatality in a fire or other emergency and our priority in the last few years has been to provide prevention services to these groups, through targeted interventions and working in partnership with a range of other agencies. We will continue to carry out that work and aim to increase the number of safe and well visits made.

Our work with **young people and children** will continue with specific campaigns (e.g. road safety; water safety) delivered in schools and colleges. Our Firebreak programme, which provides a five day intervention to build confidence and self-esteem in children aged 11 – 16 will also continue and we will seek further funding to develop this while we also explore opportunities to work with Prince's Trust and national Fire Cadets.

While the whole county is **ethnically diverse**, Peterborough and Cambridge cities are particularly so with almost 18 per cent of their communities identifying as Black, Asian or of another minority ethnic group, (BAME). Both cities have active **inter-faith forums** representing a range of faiths. The most commonly followed faiths are Christianity (58 per cent) and Muslim (3 per cent) although in Peterborough the proportion of people of Muslim faith is higher at 9 per cent. Rural areas, particularly Fenland, have also seen an increase in Eastern European migrants. Peterborough has a higher proportion of population from Eastern European countries than the national or regional average, with 7.7 per cent of the population born in countries joining the European Union between 2001 –11. After English, the five most preferred languages in the county are Polish, Lithuanian, Urdu, Punjabi and Chinese (2011 census data).

In responding to emergency calls and delivering our prevention and protection services, we need to be aware of the different cultural and faith observance needs of our BAME communities and those for whom English is not their preferred language. The take up of our targeted Safe and Well visits and attendance at business seminars by BAME communities is lower than we would expect. Our priorities for the next two years will include analysing existing data in more detail to understand this; engaging with BAME communities in a range of ways to ensure they are aware of the services we offer; ensuring there are no barriers for these communities in accessing our prevention and protection services.

While operational, community safety and control staff are provided with information on different cultures and religions and are encouraged to take opportunities to learn from them (e.g. through visits to relevant community and faith groups) there is always scope to expand that knowledge – particularly when our communities are constantly evolving. Therefore existing interventions to



help public-facing staff improve their understanding and ability to respond to **all** communities will be reviewed and where necessary, further learning and development opportunities will be provided.

As part of our day to day work we continue to look for opportunities to engage with a range of communities and to help all communities understand and be able to access the services we offer. This happens both at watch or team level and corporately as we aim to embed inclusion in all we do.

Opportunities to celebrate different cultures and festivals contribute to getting to know our different communities.



Eid celebrations – Peterborough  
Summer 2017



"The Watch really appreciated the opportunity to witness the open air prayer celebration and felt privileged to be invited to join the celebrations. We were looked after tremendously by all the families present and were kindly invited to participate in a mass picnic to break their fast."

Community Safety Champion, Black  
Watch, Dogsthorpe Fire Station.

## **Our Workforce**

### **Attracting the best**

We continue to work towards a more diverse workforce, both in our efforts to attract diversity in our applicant pool and in ensuring our selection and promotion processes are as fair and objective as possible. The next few years gives us a great opportunity to improve in this area as we estimate we will require a further 70 new operational firefighters in the next five years.

While we have seen improvement in the number of women joining the Service as firefighters in the last three years, there is still more to do in this area, as there is in the attraction and recruitment of BAME job seekers to all work groups in the Service. Our approach to positive action takes account of the need for both long term strategy (engaging with children and young people in their communities and through school and college visits) and short term strategy focused on specific recruitment needs (taster days; social media campaigns; advertising in specialist media). We have refreshed our positive action plan, which details the work we do to improve engagement with under-represented groups and have appointed a positive action officer to work specifically on this. We monitor the demography of applicants and recruits quarterly and look for a consistent increase. This also allows us to investigate any downward trends in specific groups of our workforce.

### **Development and retention**

While encouraging diversity from initial applicants is important, equally important is the retention and development of all staff, including those who are under-represented. We will continue to develop our support for staff with dyslexia by offering assessments, coaching support, relevant assistive technology and awareness to all staff and managers of the issues that staff with dyslexia may face.

We recognise that every decision and micro decision made can be impacted by unconscious bias. We have already provided introductory training on unconscious bias to managers involved in selection decisions and aim to extend this to all managers and the rest of the workforce to ensure decision making is as objective as possible.

To encourage retention of all staff groups and a healthy work-life balance, we will look to develop our flexible working practices, being open to new ways of working and learning from others in the emergency services. As we increase the number of women in operational roles, we will continue to ensure that our maternity and well-being policies and practices deliver the care and support

they need. We aim to explore the impact that the menopause may have on staff – particularly on women working in operational roles – and seek to raise awareness of all staff on this natural life event so they may support their colleagues. In recent years our learning and development programmes have provided opportunities for staff in **all work groups** to fulfil their potential and develop as leaders and these programmes will continue.

## **Well-being**

The well-being of all our staff is a priority and we will continue to participate in the MIND Blue Light Programme, supporting staff at the earliest stages of mental ill health through our Blue Light Champions Network.

A further priority is to bring about lasting cultural change in the way we interact and deal with each other. Since 2007 we have worked to inform and train staff on appropriate behaviours in the workplace; how to challenge inappropriate behaviour, including bullying and harassment; how to seek support in dealing with these issues. Employee feedback has told us there is more to do and our RESPECT action plan has been developed to support staff to raise issues of inappropriate behaviour in confidence; to get the support they need through this process and to ensure that the response to this is thorough, appropriate and proportionate.

We will monitor the roll out of our new fitness policy to ensure that the needs of different groups of staff have been taken into account.

## **Embedding equality, diversity and inclusion**

We have a responsibility to ensure all decisions - whether they impact communities or staff groups - are analysed and considered for their impact on equality groups. While there are good examples of this being done, there is always room for improvement and we will continue to support managers in their decision making so that taking account of equality issues becomes completely embedded in day to day work.

## External influencers and improvement opportunities

Nationally, a number of reviews and reports contribute to our diversity and inclusion work. In particular, the national Inclusive Fire Service Group (IFSG) was set up to consider equality, diversity, cultural and behavioural issues and develop an improvement strategy, which could be used at local level to improve outcomes in this area. The Service has benchmarked its performance against the IFSG strategy and was pleased to recognise that much of the work recommended was already underway. Where there is scope for improvement, this has been included in our refreshed IRMP 2018-19 and in our equality objectives. Areas of work suggested by the IFSG that are underway and will continue to be focused on are:

- Flexible working arrangements.
- Review of exit interviews.
- Challenging inappropriate behaviour (including use of peer supporters).
- Extending unconscious bias training.
- Extending engagement with local communities currently under-represented.
- Mentoring opportunities.

## Measurement and Review

Progress against this plan is reviewed by the Inclusion Steering Group quarterly and any concerns are raised with the chief officers. An equality compliance report is produced annually in compliance with our public service equality duty. This provides the public, fire authority and staff with information about how we meet our duty to pay due regard to equality. This is scrutinised by the fire authority and published on our website. Our first gender pay gap report was published on our website in January 2018 with the recommendation that that we carry out a more detailed audit to understand some of the gaps and identify how they can be reduced. The Service was last peer assessed against the FRS Equality Framework in 2015 and were deemed to be 'excellent'. The framework has since been reviewed and we will continue to benchmark our progress against this. 2018 sees the start of a new inspection regime under HMICFRS and CFRS is already preparing for a summer inspection which will further direct our priorities.



## Action Plan 2018 – 20

|   | Objective  | Outcome wanted by 2020   | Activity in Year 1  | Lead   |
|---|--|--|---|--|
| 1 | Improve attendance of all communities in Cambridgeshire at fire safety business seminars.  | Increased attendance at business seminars of all communities.  | Ensure information on business seminars is available through a variety of routes, communities and using impact days to target high risk premises and locations.               | Group Commander Fire Protection                              |
| 2 | Reduce the risk of domestic fires by increasing Safe and Well visits to the most vulnerable, including those who may find it difficult to access visits. | Ensure access to Safe and Well visits is equitable and those most at risk receive the service.   | Analyse Safe and Well visit data in more detail (at district and ward level) to identify if BAME communities are not accessing service or not at risk.                        | Group Commander Community Safety (Prevention)                |
| 3 | Improve confidence and skills of operational, community safety and fire safety staff in engaging with different communities.                             | Staff feedback improved confidence and ability in engaging with different communities and are able to demonstrate improved knowledge in this area. | Conduct training needs analysis and assessment of operational crews from Phase 1 in effective community engagement and put appropriate interventions in place where required. | Group Commander Training                                     |
| 4 | Improve gender diversity among operational and control staff; BAME diversity among all staff.  | Measurably more diverse workforce.   | Deliver positive action plan.<br>Support HeForShe movement.   | Recruitment Team Manager with positive action delivery team. |
| 5 | Ensure decision making in selection, training, development and promotion is as equitable as possible.  | A more diverse workforce.  | Roll out unconscious bias and inclusive leadership programmes to managers and staff.  | Head of HR with Equality and Inclusion Adviser.              |

|    |  |   |   |  |
|----|--|---|---|--|
| 6  | Improvement in well-being and retention of staff in under-represented groups.  | A more diverse workforce seen to be developing through the Service.   | Produce guidance and deliver awareness training on menopause to staff and managers.   | Equality and Inclusion Adviser with Occupational Health Adviser and Health and Safety Team Leader. |
| 7  | Deliver the RESPECT action plan to improve the reporting and management of inappropriate, bullying or harassing behaviours and reduce the incidents of observed or experienced bullying or harassment. | Staff feedback indicates improved confidence in and management of processes to address inappropriate, bullying or harassing behaviours. | Deliver year one activities of RESPECT delivery plan with outcomes measured.  | Group Commander Resilience and Equality and Inclusion Adviser.                                     |
| 8  | Take action to understand and reduce the CFRS gender pay gap.  | Reduction in both mean and median gender pay gaps.  | Carry out a full equal pay audit, including the allocation of allowances and bonuses. Make recommendations to ensure equitable pay decisions and a reduction in gender pay gap.                               | Equality and Inclusion Adviser; Payroll and managers.  |
| 9  | Ensure staff have skills and knowledge to achieve and value a diverse workforce.   | A more diverse workforce.   | Deliver actions in response to equality and inclusion understanding audit as appropriate.   | Equality and Inclusion Adviser.  |
| 10 | Leaders at all levels to demonstrate due regard to equality, diversity and inclusion in decision making and with regard to staff management.   | Evidence of clear accountability for equality law compliance.   | Take personal responsibility for embedding equality, diversity and inclusion into local delivery plans and staff management, ensuring decisions are assessed for equality impact under the Equality Act 2010. | Line managers.   |





## POLICY & RESOURCES COMMITTEE WORK PROGRAMME

### MEETINGS 2018/19

| Date                 | Meeting    | Venue      |
|----------------------|------------|------------|
| <b>2018</b>          |            |            |
| Thursday 12 April    | 1030 hours | Service HQ |
| Thursday 26 July     | 1030 hours | Service HQ |
| Thursday 4 October   | 1030 hours | Service HQ |
| Thursday 20 December | 1030 hours | Service HQ |
| <b>2019</b>          |            |            |
| Thursday 31 January  | 1030 hours | Service HQ |
| Thursday 25 April    | 1030 hours | Service HQ |

### WORK PROGRAMME 2018/19

| Thursday 12 April 2018 |   |                                |          |
|------------------------|---|--------------------------------|----------|
| Time                   | Agenda Item   | Member/Officer                 | Comments |
| 1030                   | Minutes of Policy and Resources Committee Meeting 25 January 2018                               | Rob Sanderson                  |          |
|                        | Minutes of Overview and Scrutiny Committee Meeting 29 March 2018                                | Rob Sanderson                  |          |
|                        | <b><u>Decision</u></b><br>Equality, Diversity and Inclusion Strategy and Priorities 2018 - 2020 | Assistant Chief Fire Officer   |          |
|                        | <b><u>Information and Monitoring</u></b><br>IRMP Refresh Update                                 | Service Transformation Manager |          |
|                        | Work Programme 2018/19  | Deb Thompson                   |          |
| Thursday 26 July 2018  |   |                                |          |
| Time                   | Agenda Item   | Member/Officer                 | Comments |
| 1030                   | Minutes of Policy and Resources Committee Meeting 12 April 2018                                 | Rob Sanderson                  |          |

|                                  |  |                                  |  |
|----------------------------------|--|----------------------------------|--|
|                                  | Election of Chairman/woman   |                                  | Annual                                   |
|                                  | Appointment of Vice Chairman/woman   |                                  | Annual                                   |
|                                  | <b><u>Decision</u></b><br>Draft Financial Statements   | Deputy Chief Executive           |  |
|                                  | <b><u>Information and Monitoring</u></b><br>Revenue and Capital Budget Monitoring Report 2018/19 | Deputy Chief Executive           |  |
|                                  | Strategic Risk and Opportunity Management Register   | Service Transformation Manager   |  |
|                                  | Fire Authority Programme Management Monitoring Report  | Service Transformation Manager   |  |
|                                  | Strategic Workforce Development Action Plan Update   | Human Resources Business Partner | Annual                                   |
|                                  | ICT Shared Service Agreement Update  | Head of ICT                      | Action from 14 December 2017 (Minute 32) |
|                                  | Diversity Recruitment Update   | Equality and Inclusion Adviser   | Action from 14 December 2017 (Minute 35) |
|                                  | Work Programme 2018/19   | Deb Thompson                     |  |
| <b>Thursday 4 October 2018</b>   |  |                                  |  |
| <b>Time</b>                      | <b>Agenda Item</b>   | <b>Member/Officer</b>            | <b>Comments</b>                          |
| 1030                             | Minutes of Policy and Resources Committee Meeting 26 July 2018                                   | Rob Sanderson                    |  |
|                                  | Minutes of Overview and Scrutiny Committee Meeting 10 July 2018                                  | Rob Sanderson                    |  |
|                                  | <b><u>Decision</u></b><br>TBA  |                                  |  |
|                                  | <b><u>Information and Monitoring</u></b><br>Revenue and Capital Budget Monitoring Report 2018/19 | Deputy Chief Executive           |  |
|                                  | Strategic Risk and Opportunity Management Register   | Service Transformation Manager   |  |
|                                  | Work Programme 2018/19   | Deb Thompson                     |  |
| <b>Thursday 20 December 2018</b> |  |                                  |  |
| <b>Time</b>                      | <b>Agenda Item</b>   | <b>Member/Officer</b>            | <b>Comments</b>                          |
| 1030                             | Minutes of Policy and  | Rob Sanderson                    |  |

|                                 |  |                                |                 |
|---------------------------------|--|--------------------------------|-----------------|
|                                 | Resources Committee Meeting 4 October 2018   |                                |                 |
|                                 | Minutes of Overview and Scrutiny Committee Meeting   | Rob Sanderson                  |                 |
|                                 | <b><u>Decision</u></b><br>TBA  |                                |                 |
|                                 | <b><u>Information and Monitoring</u></b><br>Revenue and Capital Budget Monitoring Report 2018/19 | Deputy Chief Executive         |                 |
|                                 | Strategic Risk and Opportunity Management Register   | Service Transformation Manager |                 |
|                                 | Fire Authority Programme Management Monitoring Report  | Service Transformation Manager |                 |
|                                 | Review of the Operation of the ICT Shared Service Agreement                                      | Head of ICT                    | Annual          |
|                                 | Work Programme 2018/19   | Deb Thompson                   |                 |
| <b>Thursday 31 January 2019</b> |  |                                |                 |
| <b>Time</b>                     | <b>Agenda Item</b>   | <b>Member/Officer</b>          | <b>Comments</b> |
| 1030                            | Minutes of Policy and Resources Committee Meeting 20 December 2018                               | Rob Sanderson                  |                 |
|                                 | Minutes of Overview and Scrutiny Committee Meeting   | Rob Sanderson                  |                 |
|                                 | <b><u>Decision</u></b><br>Draft Budget 2019/20   | Deputy Chief Executive         |                 |
|                                 | Draft Capital Programme 2019/20  | Deputy Chief Executive         |                 |
|                                 | <b><u>Information and Monitoring</u></b><br>Revenue and Capital Budget Monitoring Report 2018/19 | Deputy Chief Executive         |                 |
|                                 | Strategic Risk and Opportunity Management Register   | Service Transformation Manager |                 |
|                                 | Work Programme 2019  | Deb Thompson                   |                 |
| <b>Thursday 25 April 2019</b>   |  |                                |                 |
| <b>Time</b>                     | <b>Agenda Item</b>   | <b>Member/Officer</b>          | <b>Comments</b> |
| 1030                            | Minutes of Policy and Resources Committee Meeting 31 January 2019                                | Rob Sanderson                  |                 |
|                                 | Minutes of Overview and  | Rob Sanderson                  |                 |

|  |   |                                |  |
|--|---|--------------------------------|--|
|  | Scrutiny Committee Meeting  |                                |  |
|  | <b><u>Decision</u></b><br>TBA   |                                |  |
|  | <b><u>Information and Monitoring</u></b><br>Revenue and Capital Budget Monitoring Report 2019 | Deputy Chief Executive         |  |
|  | Strategic Risk and Opportunity Management Register  | Service Transformation Manager |  |
|  | Fire Authority Programme Management Monitoring Report   | Service Transformation Manager |  |
|  | Work Programme 2019   | Deb Thompson                   |  |