



## MINUTES OF THE MEETING OF THE ROYAL BERKSHIRE FIRE AUTHORITY'S AUDIT AND GOVERNANCE COMMITTEE

Held on Thursday 12 June 2014 at 6.30pm

Strategic *Command* Centre, Headquarters, Royal Berkshire Fire and  
Rescue Service, Dee Road, Tilehurst, Reading, Berkshire, RG30 4FS

**Committee Members:**

- \*Councillor John Lenton
- \*Councillor Iain McCracken, Chairman
- \*Councillor Chris Maskell
- \*Councillor Tom McCann
- \*Councillor Alan Ward, Vice Chairman
- \**present*

**In Attendance:**

- Gerry Barry (Information Manager, IM)
- Conor Byrne (Senior Accountant, SA)
- Jan Chadaj (Interim Head of IS)
- Moira Fraser (Democratic Services Manager, DSM)
- David Guest (External Auditor, Ernst & Young)
- Maria Grindley (External Auditor, Ernst & Young)
- Suzanne Lane (Internal Auditor, Baker Tilly)
- Caroline Redzikowska (Director, Corporate Services, DCS)
- Andrew Vallance (Director of Resources, DR)

**Action**

### 218. APOLOGIES FOR ABSENCE

There were no apologies received for inability to attend the meeting by Members.

Following the election on the 22 May 2014 a number of vacancies had arisen on this Committee. Councillors Tom McCann (Liberal Democrat) and Chris Maskell (Labour) were appointed as Members of the Committee for this meeting.

Due to the FBU strike the CFO Andy Fry, Temporary DCFO Paul Southern and Acting ACFO Andy Mancey apologised for their inability to attend the meeting as they were providing operational resilience.

### 219. DECLARATIONS OF INTEREST

In accordance with the provisions of the Fire Authority's Local Code of Conduct there were no declarations of interest received from Members.

There were no Declarations of Interest received from Officers.

### 220. MINUTES OF THE MEETING HELD ON 12 MARCH 2014

#### Resolved:

That the Minutes of the meeting held on 12 March 2014 be approved as a true and correct record and signed by the Chairman.

### 221. CONSIDERATION OF ANY MATTERS PROPERLY REFERRED TO THE COMMITTEE FOR DECISION

None referred.

## **222. INTERNAL AUDIT ANNUAL REPORT FOR 2013/14**

Suzanne Lane (SL) (internal auditor from Baker Tilly) introduced the report which summarised the internal audit activity during the previous financial year, highlighted any areas of concern and provided an overall Assurance Opinion on the work undertaken. SL apologised that her colleague Daniel Harris, who had undertaken the audit, was unable to attend the meeting due to other work commitments.

SL in introducing the report explained that the auditors had considered and rated the adequacy and effectiveness of the authority's arrangements as follows: governance (green- substantial assurance), risk management (amber i.e. there were some weaknesses identified) and control (amber i.e. there were some weaknesses identified that required improvements).

### ***Governance - Green***

The audit considered the delivery of committee objectives, declarations of interest and gifts and hospitality. They found that controls were suitably designed, consistently applied and effective and only two low priority recommendations were made

### ***Risk Management - Amber***

This audit considered the overarching risk management processes in place and supplemented the Internal Improvement Plan. A sample of five risk assessments were scrutinised to ensure that they were sensible, realistic and were relevant and up to date. The review resulted in five medium and three low priority recommendations being provided. The medium priority risks pertained to the Risk Management Policy, the approach to scoring, the guidance on risk scoring, documentation and mapping of assurances on the risk register, and the failure to insert controls against some of the risks included in the risk assessments.

### ***Control – Amber***

Four specific audits were undertaken:

1. Fire-Fighter Pension Administration (green opinion);
2. Key Financial Controls (amber green opinion);
3. IT Resilience and Planning (amber red opinion);
4. Car Pool Usage (red opinion).

The internal auditor noted that car pool usage was a known area of concern and management had requested the review to establish what the issues were so that the ensuing recommendations could be implemented to redress them. Three high priority and four medium priority actions were identified in respect of this audit.

Overall there were seven high risk recommendations made of which three pertained to the pool car audit and four to the IT audit. Detailed information relating to the medium and high priority recommendations was set out in Appendix B.

All the recommendations were accepted by management.

SL noted that Baker Tilly had considered the progress that had been made in respect of the recommendations that had emerged during audits undertaken in 2012/13. SL explained that Baker Tilly was also subjected to audits. Their last audit

had been conducted in 2011 where they provided substantial assurance.

Councillor Alan Ward noted that the Car Pool Usage audit had replaced the Fuel Management Audit which had been postponed and he sought reassurance that fuel management would be revisited. Andrew Vallance explained that the new fuel pumps with security features were being brought in and the audit had therefore been delayed until 2014/15 to allow time for the new controls to be embedded.

Councillor Ward was very concerned about the issues the audit of Car Pool Usage had raised and stated that this appeared to be an area that was not being managed at all. Members queried who had responsibility for authorising the use of car pools. Officers explained that the Head of Transport and Engineering (HoTE) (currently within the Service Delivery Directorate but previously in the Support Services Directorate) was responsible although there were three vehicles that were managed by the facilities team that were located at the Brigade Head Quarters. Members noted that the HoTE was also responsible for fuel pumps which had been raised as an issue in the past.

Caroline Redzikowska (DCS) noted that A/ACFO Andy Mancey was unable to attend the meeting as he was in the OSR due to the industrial strike action. He had asked her to confirm that the HoTE had been instructed to produce an action plan to address the issues raised by the audit. A report with SMART objectives would go to the Corporate Management Team (CMT) for sign off in July 2014. Interim actions were also being implemented to address the high priority issues until the action plan could be fully implemented. The CFO suggested, via a briefing note that a report could then be brought back to the September meeting, if Members were so minded, by which time he expected many of the actions to have been completed. Officers noted that an update could be circulated to Members outside of the meeting.

Members were disappointed that Officers were not present to answer their queries although they appreciated why this was the case. They felt that it would have been useful to have information to hand such as how many pool cars the authority had and where they were located. Officers explained that SAMC was currently looking at these issues and a report would be considered by them later in the year. The Chairman stated that this Committee should also have sight of that report.

Andrew Vallance (DR) noted that in line with existing best practice it was being proposed that an independent firm would be employed to undertake checks on employees' driving licences and that this process would be introduced within the next six months.

Councillor Tom McCann queried whether the Committee would have the authority to prevent anyone from using car pools unless the use was required for operational purposes. The Chairman stated that he did not think that they did but that a strong recommendation on usage would be issued by the Committee.

Councillor Alan Ward noted the comments of the auditors in respect of the risk scoring matrix as set out in paragraph 1.3.2 and sought clarity on what the issue was. SL explained that there was a need to ensure that the matrix was being applied consistently and to ensure that a mechanism was in place to ensure that high risk areas could be escalated.

Councillor Iain McCracken was concerned about the apparent lack of progress being made in respect of the recommendations from the 2012/13 audit. Eleven recommendations had been made (5 low priority, one medium priority and five high

priority) during the previous year. Only one of the high priority areas had been addressed and four had not been implemented or were still in progress, the medium priority had not been addressed or was still in progress and one of the low priority recommendations had been addressed and four were still in progress. The four high priority recommendations related to I.T. coverage.

Jan Chadaj explained that he had been appointed in an interim capacity in July 2013 and had been tasked with resolving these issues. He had also identified a number of other concerns. He explained that these recommendations were complex issues and would by their nature take some time to resolve. The introduction of change management required having the right resources in place in addition to having the right systems in place.

Mr Chadaj provided Members with a number of issues that he was in the process of resolving including the upgrade from Firewatch 7.4 to 7.5. This was a bespoke application and would take the suppliers two years to implement functionality fully. A single super user had been seconded to the IT Team to assist with the project. A user group had been set up to review operational processes and systems were being tested. A project plan was available on the network and regular reports were taken to SAMC. A 20 page PID had been produced which incorporated a full business plan and a project plan had also been produced on a single spreadsheet which Members might want to browse. The Chairman stated that he would like members to see the Project Plan prior to it being discussed at the September 2014 meeting. Councillor Alan Ward noted that this project appeared to be taking up a lot of resources. Officers noted that there were three Officers dedicated to this project and that at some point it might be necessary to take on additional resources.

Mr Chadaj explained that he was also in the process of preparing a report for CMT focussing on the move to the new Head Quarters and Thames Valley Control.

Councillor John Lenton queried the arrangements for backing up data. Mr Chadaj explained that data was backed up off site on a daily, weekly, and monthly basis off site and that an annualised cycle back up was also in place. Databases were also regularly recovered. Councillor Lenton stated that he was of the opinion that a back up should be held off site in a location nobody knew about to ensure security fully.

The Chairman was pleased that whole change management was being adopted and was encouraged by the progress that was being made in this area.

Councillor Iain McCracken reiterated his request that this Committee look at the Risk Register in detail on a more regular basis.

**RESOLVED THAT:**

- (a) the report be noted but that it be reconsidered at the September 2014 meeting.
- (b) the CMT Car Pool Usage report be brought to the September 2014 meeting.
- (c) a note on the interim action that was being taken to be circulated to Members of this Committee outside of the meeting.
- (d) the Firewatch PID be circulated to members prior to it being brought to the September 2014 meeting.

## **223. EXTERNAL AUDITOR'S UPDATE ON 2013/14 AUDIT**

David Guest and Maria Grindley, noted that all walk throughs and control testing had been completed including the review of the work undertaken by internal audit. Regular meetings were being held with key finance staff to discuss any significant risks around the accounts and quarterly meetings had taken place with the Head of Finance to discuss the approach being taken and the progress being made. The value for money risk assessment had been completed and had been discussed at the previous Committee meeting. There were no new issues or risks that needed to be raised at this stage of the process. No significant risks had been identified during the risk assessment undertaken as part of the work done on the financial statements. There had also been no need to amend the proposed timeline.

The audit report, which would include an opinion on the financial statements and a conclusion as to whether the Authority had put in place proper arrangements to ensure it was using its resources effectively would be produced by September 2014 and the Annual Audit Letter would be finalised by October 2014.

Councillor Iain McCracken asked if the progress reports being brought to the Committee would be verbal or written. Maria Grindley replied that they would continue to attend meetings to provide a verbal update but that written reports would be included in the paperwork.

### **RESOLVED THAT:**

- (a) the report be noted.

## **224. FINAL ACCOUNTS 2013/14 – COMMITTEE CHAIRMAN'S LETTER TO EXTERNAL AUDITORS**

Andy Vallance, the Director of Resources (DR), introduced the report which set out the Committee Chairman's draft letter to the external auditors. The external auditor had requested information from 'those charged with governance' and a response to that request was set out in the draft letter from the Chairman of the Audit and Governance Committee.

Members noted the report and made no recommended amendments.

### **RESOLVED THAT:**

- (a) the draft letter be agreed.

## **225. ANNUAL FEE AUDIT LETTER**

Andy Vallance, the Director of Resources (DR), introduced the report which informed the Committee of the cost of the external audit fees for 2014/15. The DR noted that the indicative fee of £45,333 was the same as the previous financial year as was expected of this five year government let contract.

Should a significant increase to the fee be required this would be discussed with the DR and if necessary would be brought to the attention of the Audit and Governance Committee.

**RESOLVED THAT:**

- (a) the fees as set out in Ernst& Young's letter on audit fees for 2014/15 be noted.

**226. ANNUAL GOVERNANCE STATEMENT 2013/14**

Andrew Vallance, the Director of Resources (DR), introduced the report which set out the changes to CIPFA/SOLACE guidance and asked the Committee to agree a recommended approach for the preparation of the 2013/14 statement. The Dr explained that the authority had a duty to produce and publish the Annual Governance Statement (AGS) which replaced the former Statement of Internal Control and accompanied the Statement of Accounts. The statement would be used to report publicly on the extent to which the Authority complied with its code of governance arrangements annually and any changes planned for the following year.

As the Authority was required to produce a Statement of Assurance it was proposed that a new approach and format be introduced whereby a full statement would be produced rather than one in tabular form.

Officers (DR and DCS) would prepare a draft AGS using the headings set out in Appendix A in consultation with the Chairman of this Committee and the draft had to be published on the Authority's website by the start of July 2014. The draft AGS would be looked at by the auditors in July and August and brought to the September meeting of this Committee to be considered alongside the final accounts before being approved by the Fire Authority by the 30<sup>th</sup> September 2014. The AGS would be used as evidence in the formulation of the 2013/14 Assurance Statement.

Councillor John Lenton requested that a table of acronyms be produced.

**RESOLVED THAT:**

- (a) the proposed approach to producing the Annual Governance Statement for 2013/14 be agreed.

**227. DRAFT WORK PLAN 2014/15**

Caroline Redzikowska, on behalf of Paul Southern (T/DCFO) introduced the draft work programme for 2014/15. The DR noted that the audit programme for 2014/15 had been agreed at the previous meeting. In accordance with the Committee's Terms of Reference a number of other items were being proposed for inclusion into the work programme which was set out in Appendix A to the report.

Members requested that the following amendments be made to the work programme:

*09 September 2014 meeting*

- Add Car Pool Usage
- Add follow up on progress made in respect of the IT High and medium priority recommendations set out in the Internal Audit report

- Add review of the Corporate Risk Register

*10 December 2014 meeting*

- Add the Ernst and Young Management Letter
- Add Car Pool Usage

30 March 2015 meeting

- Add review of the Corporate Risk Register

*18 June 2015 meeting*

- Add progress report from external auditors.

**RESOLVED THAT:**

- (a) the scope of the work programme for 2014/15 be agreed subject to the inclusion of the above amendments.

**228. CONTRACT STANDING ORDERS**

Caroline Redzikowska, Director of Corporate Services (DCS), introduced the report which informed the Committee of the Fire Authority's decision (made on the 23 April 2014) with regard to revised Contract Standing Orders (CSOs) and sought guidance from the Committee on the threshold for notifying the Chairman of the Audit and Governance Committee of expenditure.

The Fire Authority had delegated authority to the Audit and Governance Committee to amend paragraphs in the CSO pertaining to the Acceptance of Tenders. The DCS had consulted the Chairman and the proposed amendments to Clauses 24.1 and 24.2 were set out in paragraph 3.3 of the report. Members supported the proposed changes.

The Fire Authority also asked the Audit and Governance Committee to agree the level at which the Chairman of this Committee would be alerted to expenditure. The Committee determined that it was appropriate for the Chairman to be notified in the case of both capital and revenue expenditure. It was agreed that this notification should arise when expenditure of £60k or more arose in respect of revenue and £120k or more in respect of capital and that this notification should take place before the contract was let.

Members felt that it would be useful to review the process after six months to ensure that the appropriate thresholds were in place.

**RESOLVED THAT:**

- (a) the report be noted.
- (b) the proposed revision to clause 24 of the Contract Standing Orders as set out in paragraph 3.3 of the report be approved.
- (c) the threshold at which the Chairman of the Audit and Governance Committee be notified of expenditure be set at £60k or more in respect of revenue and £120k or more in respect of capital and that this notification should occur before the contract was let and that the Contract Standing Orders be amended to reflect this.

- (d) the process to be reviewed after six months to ensure that the appropriate thresholds were in place.

## **229. STRATEGIC PLANNING CYCLE**

Caroline Redzikowska, on behalf of Paul Southern (T/DCFO) introduced the report which set out a Strategic Planning Cycle for the Authority which brought together Strategic Planning, Performance Management and Audit. The DCS noted that the CFO and CMT were currently reviewing how risk assessment, performance management, risk management and policy development were undertaken in the Authority.

A number of diagrams were included in the report which set out the annual planning cycle and illustrated what activity would take place on a monthly and quarterly basis. Additional detail was included in the accompanying colour coded tables.

Councillor Tom McCann felt that the proposals were clear and simple but he queried how outstanding issues would be dealt with. Officers reassured him that a mechanism was in place for getting these issues through the cycle.

Councillor Alan Ward sought reassurance that budget planning would not be started in October. Officers reassured him that the usual preparatory work would be undertaken earlier as it had been in previous years.

### **RESOLVED THAT:**

- (a) the proposed Strategic Planning Cycle be agreed.

## **230. GOVERNANCE ARRANGEMENTS**

Caroline Redzikowska, Director of Corporate Services (DCS), introduced the report which sought to revise and update the Committee Terms of Reference (ToR), the Fire Authority's Access to Information Rules and Gifts and Hospitality Protocol for Members.

The DCS noted that one of the recommendations in the internal audit report was that the Audit and Governance Committee be charged with responsibility for Member Development. A minor change to the ToR of the Committee was therefore being proposed. As a result of this change in responsibility it was also being proposed that the Member Development Champion role be deleted. Members stated that the role of Member Development Champion was important as it created links between a number of areas and they therefore requested that the activity be retained although they accepted that it would be embedded within this Committee.

The DCS had worked with the Chairman to simplify the ToR and although they were still quite lengthy they were of the opinion that any further reduction would impact on their effectiveness.

The audit report had also recommended that the Authority's Gifts and Hospitality Protocol and Access to Information Rules be reviewed and Officers had therefore undertaken this work. The documents would be referred to the Fire Authority for approval.

**RESOLVED THAT:**

- (a) the report be noted.
- (b) the revised Terms of Reference for the Audit and Governance Committee be accepted and referred to the Fire Authority for approval.
- (c) the updated Access to information Rules and Gifts and Hospitality Protocol for Members set out in Appendix 2 be accepted and referred to the Fire Authority for approval.
- (d) the Authority should continue to appoint a Member Development Champion and that this role should be linked to the role of Chairman of the Audit and Governance Committee and that this recommendation be referred to the Fire Authority for approval.

**231. REVIEW OF WOKINGHAM FIRE STATION AND THEALE CROSS BRIGADE HEADQUARTERS CONSTRUCTION PROJECTS**

Andrew Vallance, the Director of Resources (DR), introduced the report which sought approval to undertake a fundamental review of the Wokingham Fire Station and new Brigade Head Quarters (BHQ) construction projects. The report also sought agreement as to the scope of the review.

The DR noted that the new fire station at Wokingham had been completed in October 2011. A number of issues had arisen and in addition serious structural defects had then been identified by the Surveyors employed by the Authority. Regular reports had been taken to both SAMC and the Management Committee. However due to the extent of the issues involved it had been agreed that fundamental review of the project should be undertaken. The delivery of the new Brigade Head Quarters was also behind schedule. The BHQ project was intrinsically linked to the Thames Valley Fire Control Project and it was therefore proposed that the fundamental review would incorporate this project as well.

It was intended that the review would provide Members with a concise picture and that it would identify areas of improvement in how future projects could be effectively delivered.

Councillor Ian McCracken stated that the review should consider two elements, the first would be to address outstanding issues and the second would be to identify lessons that had been learned. Members felt that it was important that the review be undertaken as a matter of urgency. It was therefore agreed that an interim report would be brought to the December meeting but if required a special meeting would be arranged. Members were concerned about the possible confusion between various roles of the Committees looking at this area. Officers felt that the review should be undertaken and that depending on the outcome of the investigation the relevant reports would be directed to the appropriate Committee.

**RESOLVED THAT:**

- (a) it be agreed to undertake a fundamental review of the projects for Wokingham Fire Station and the new BHQ at Theale Cross.

- (b) the scope of the review as set out in Appendix A of the report be agreed.
- (c) the completed review be brought to the December 2014 Audit and Governance Committee meeting or a special meeting if required.

### **232. INFORMATION MANAGEMENT**

Gerry Barry, the Information Manager (IM), advised the Committee of the actions being planned and undertaken to ensure that proportionate information security measures were put in place to meet the needs of the Authority and reassured Members that these measures were being monitored and where necessary improved. The IM explained that one of the issues that had been reviewed was the drives on the network. The process had involved identifying the ownership and inclusion of items on the retention schedule.

She was also pleased to note that the long standing vacancy in the team would be filled by a colleague from Buckinghamshire on a part time basis.

The report also advised Members of the progress that was being made in respect of the Code of Connectivity (CoCo) (for the Thames Valley Fire Control Room project) to Airwave and the plan for the development of an Information Governance Strategy which would seek to build on compliance with information legislation and good practice across the Authority.

The process elements of the CoCo were submitted to the Airwave Connect Panel (ACP) on the 20 May 2014 for approval. Part of the supporting information submitted included a number of relevant security policies and procedures such as Data Protection, Protective Marking, Change Control and details of responsibilities for security.

The Chairman asked whether the government plans to replace Airwave would create a risk to the Thames Valley Control Room. The IM advised that contingency plans were in place to cover any delays in the migration from Airwave to its replacement.

#### **RESOLVED THAT:**

- (a) the issues associated with implementing protective marking in the RBFRS be noted.
- (b) A verbal update report be brought to the September 2014 meeting.

### **233. ANNUAL REPORT ON GOVERNANCE – INCLUDING MEMBER ATTENDANCE**

Caroline Redzikowska, Director of Corporate Services (DCS), introduced the report which provided the Committee with an annual report relating to the Governance of the Fire Authority prior to the report being considered at the Fire Authority meeting on the 25 June 2014.

The DCS noted that the Committee was responsible under its Terms of Reference for complaints against Members and she was pleased to report that during 2013/14 no complaints had been received against Members.

Under s28 of the Localism Act 2011 the Authority was required to appoint an Independent Person. At the 2012 annual meeting the Authority had appointed

Professor Guy and two deputy Independent Persons for a two year term. Their term was now coming to an end and as per the Act the Authority was required to advertise the position(s) again. It was therefore proposed that an advert be placed locally, followed by interviews to be conducted by the CFO and the Chairman of the Authority and any subsequent appointments being made by the Fire Authority.

A revised Scheme of Allowances had been adopted in September 2013 and in accordance with the terms of the Independent report it took effect from the 26 June 2013. The Member allowances for the period June 2013 to May 2014 were attached to the report at Appendix A. Unless there were significant changes to the structure of the Fire Authority the next review would not take place until 2017.

The attendance of Fire Authority Members for the 2013/ 14 Municipal Year was shown at Appendix B to the report. The report highlighted where there had been changes to the planned meetings schedule as it was recognised that rescheduled meetings might be less easy to attend.

Attendance had generally been good with no meetings being deemed to be inquorate. The majority of apologies had been offered as a result of holidays or clashes with other meetings and when received were generally in good time and Members had often arranged for substitutes to attend on their behalf. It was proposed that where apologies had been offered prior to agenda being despatched that they be included on the paperwork. She reiterated the annual plea that where Members were unable to attend a meeting that they notify Committee Services and that they attempted to find a substitute.

The DCS reported that no dispensations had been sought during the previous year. Councillors noted the report.

**RESOLVED THAT:**

- (a) the report be noted.
- (b) the Member dispensations granted for year be reported to the Annual meeting of the Fire Authority on 25 June 2014.
- (c) the Committee recommend to the Fire Authority at its meeting on the 25 June 2014:
  - (a) That the report be noted.
  - (b) That an advert be placed for an Independent Person in accordance with s28 of the Localism Act 2011.
  - (c) That the attendance record of the RBFRS's Members for 2013/14 be noted.

**234. YEAR END PERFORMANCE REPORT (2013/14)**

Caroline Redzikowska, on behalf of Paul Southern (T/DCFO) introduced the report which provided the Committee with an overview of the RBFRS's year end performance for 2013/14. The report also included three year trend information where it was available.

The DCS explained that 37 measures were used at a corporate level to manage the performance of the service against the aims and objectives set out in the Corporate Plan and Action Plan for the 2013/14 financial year. Information

pertaining to the expenditure per head and CO<sup>2</sup> emissions was not yet available. Of the remaining 34 measures, three provided contextual information and did not have a target set against them.

The report set out the following key highlights in respect of the 31 remaining measures:

- 14 (45%) of the targets had been exceeded;
- There had been a significant improvement this year (92) in the percentage of dwelling fires attended with the first appliance within 10 minutes and the second within 12 minutes (target 85) when compared to the previous year (88);
- The number of risk based inspections (target of 2500) had increased significantly from 2500 in the previous year to 2620 in 2013/14;
- 17 of the remaining targets had not been achieved;
- Three of the missed targets were within 1.5% of their target and were shown as amber on the report;
- Two of the unmet targets pertained to recruitment, one of which was potentially unachievable as it related to fire-fighter recruitment;
- The number of fire deaths had decreased from seven in the previous year to four in 2013/14 but still exceeded the target of zero;
- The number of injury incidents (including RIDDOR) had increased from 80 in the previous year to 117 in 2013/14 against a target of 80;
- The number of eligible staff with completed PDIs had decreased from 85.4% in the previous year to 70% in 2013/14 (target 85%);
- The Total Risk had increased from 70 the previous year to 88 against a target of 70;
- Although the percentage of home fire safety checks completed in 'at risk' properties had increased from 74.5% in 2012/13 to 77.9% in 2013.14 the target of 100% had not been achieved;
- 85% of available personnel had received Risk Critical operational training against a target of 100% (this was a new measure);
- No staff from ethnic minority groups had been recruited against a target of 14%.

Councillor Chris Maskell noted that the target in respect of fire deaths was unlikely to ever be met and he therefore queried the appropriateness of this target. Officers explained that prevention and protection measures were put in place to try and minimise the number of deaths. Deaths were also scrutinised to establish if there were any particular issues that needed to be addressed. It was noted that many of the 2013/14 deaths pertained to vulnerable people and work was therefore being undertaken with other stakeholders including the unitary authorities that worked with vulnerable people in an attempt to improve information sharing.

Councillor Iain McCracken thanked Officers for the work but requested that the Quarter 1 report provide some historical context in terms of the targets. He felt that it would be useful to see what the targets for the previous year had been and what the actual outturn was.

**RESOLVED THAT:**

- (a) the performance against 2013/14 targets be noted.
- (b) the format as set out in Appendix A be agreed as an acceptable standing for reporting performance of the targets at future meetings.
- (c) the 2013/14 report include information as to what the target for the previous year had been and what the actual outturn was.

**218. DATE OF NEXT MEETING**

Tuesday 09 September 2014 at 6.30pm in the Strategic Command Centre at BHQ.

*The meeting concluded at 8.24pm*