

**MINUTES OF THE BRIEFING MEETING OF ROYAL BERKSHIRE FIRE  
AUTHORITY'S MANAGEMENT COMMITTEE**



Held on Monday 25 July 2016 at 6.30pm

**RBFRS Headquarters, Newsham Court, Pincents Kiln, Calcot, Reading,  
Berkshire RG31 7SD**

**Members:**  
(\* present)

- Councillor Avtar Cheema
- Councillor Phillip Bicknell
- \* Councillor Colin Dudley
- Councillor Paul Gittings
- \* Councillor Pauline Helliar-Symons
- \* Councillor Tina McKenzie-Boyle
- \* Councillor Angus Ross
- Councillor Malcolm Alexander
- \* Councillor Paul Bryant
- \* Councillor Emma Webster
- \* Councillor Chris Maskell

**In Attendance:**

- Ross Burton (Crew Manager, Station 10 (Wokingham Fire Station))
- Alex Brown (Strategic Property Manager)
- Conor Byrne (Head of Finance, HoF)
- Neil Carter (Group Manager)
- Moira Fraser (Clerk)
- Andy Fry (Chief Fire Officer, CFO)
- Mark Gaskarth (Area Manager West, AMW)
- Jess James (Station 1 (Caversham Road) Commander))
- Becci Jefferies (Head of Human Resources, Learning and Development)
- Simon Jefferies (Area Manager Risk and Performance)
- Paul Maynard (Area Manager, Trading Company)
- Katie Mills (Head of Corporate Services)
- Nikki Richards (Head of Business Information Systems)
- Fayth Rowe (Committee Officer, CO)
- Graham Saunders (Crew Manager from Hungerford Fire Station)
- Anne-Marie Scott (Director of People and Organisational Development, DPOD)

FBU Representatives

- |   | <b>Action</b> |
|---|---------------|
| <p><b>1. APPOINTMENT OF CHAIRMAN FOR THE 2016/17 MUNICIPAL YEAR</b></p> <p><b>RESOLVED</b> that Councillor Colin Dudley be elected Chairman of the Management Committee for the 2016/17 Municipal Year.</p>                     |               |
| <p><b>2. APPOINTMENT OF VICE-CHAIRMAN FOR THE 2016/17 MUNICIPAL YEAR</b></p> <p><b>RESOLVED</b> that Councillor Pauline Helliar-Symons be elected Vice-Chairman of the Management Committee for the 2016/17 Municipal Year.</p> |               |

**3. APPOINTMENT OF DIRECTORS OF RBFR SOLUTIONS, COMMUNITY INTEREST COMPANY (CIC)**

**RESOLVED that** Councillors Phillip Bicknell and Paul Bryant be appointed as Directors of RBFR Solutions, CIC for the 2016/17 Municipal Year.

**4. REPRESENTATIVE BODIES**

The FBU confirmed that they wished to address the Management Committee on agenda items 16 (Crewing Level Monitoring), 19 (Forward Plan) and Item 27 (previously item 12 Appointment Process for new Chief Fire Officer).

In terms of Item 19 Eddie Cardoso noted that the IRMP Updates scheduled for the 19.09.16 and 08.11.16 meetings were listed as confidential items and he queried why this was the case. The Chairman stated that this was a typographical error and would be amended on future iterations of the Forward Plan.

Eddie Cardoso queried why Item 12 had been moved from being a Part I to a Part II item. The Chairman explained that he had received a private letter from another authority which would impact on the decision and therefore the matter was going to be discussed as an exempt item.

Queries about Item 16 would be raised when the item was discussed.

**5. APOLOGIES FOR ABSENCE**

Apologies for inability to attend the meeting had been received from Councillors Malcolm Alexander, Paul Gittings, Avtar Cheema and Phillip Bicknell.

Apologies for inability to attend the meeting had also been received from Trevor Ferguson (DCFO).

**6. DECLARATIONS OF INTEREST**

In accordance with the provisions of the Fire Authority's Local Code of Conduct, Councillor Angus Ross stated that should the Thames Valley Fire Control Service (TVFCS) be discussed at the meeting he declared a personal interest as an member of the TVFCS Joint Committee. He would therefore not participate in any debate on the TVFCS should it materialise.

In accordance with the provisions of the Fire Authority's Local Code of Conduct, Councillor Paul Bryant stated that should the Thames Valley Fire Control Service (TVFCS) be discussed at the meeting he declared a personal interest as he was a member of the TVFCS Joint Committee. He would therefore not participate in any debate on the TVFCS should it materialise

There were no Declarations of Interest received from Officers.

**7. MINUTES OF THE MEETING HELD ON 11 APRIL 2016 AND MATTERS ARISING**

**RESOLVED that** the minutes of the meeting held on 11 April 2016 be approved as a true and correct record and signed by the Chairman.

**FR to action**

*Matters Arising:*

**Item 84 Summary Report of Responses to the Integrated Risk Management Plan 2015 - 2019 Consultation**

Simon Jefferies had provided Members with clarification as to which responses on the Response Standard Consultation had emanated from members of the public and which responses had emanated from members of staff.

**8. MINUTES OF THE STRATEGIC ASSET MANAGEMENT COMMITTEE (SAMC) HELD ON 5 APRIL 2016**

That the minutes of the SAMC meeting held on 5 April 2016 be approved as a true and correct record and signed by the Chairman.

**9. RECEIPT OF ANNOUNCEMENTS**

The Chairman announced that the RBFA's first tri-service community fire station at Hungerford was progressing well, evidencing strong partnership working between blue light colleagues and engagement with the local community. The project was setting a standard for a more integrated model of property sharing for the future in line with Vision 2019.

Having been given a clear direction from the Home Office to investigate closer working opportunities with the Police, Officers had been meeting regularly with their Thames Valley Police colleagues to look at a county wide property strategy to reduce the overall property footprint and improve services to local communities with emergency response locations centred on existing fire service premises which were well placed to meet existing and future needs.

Berkshire's One Public Estate project, of which RBFA was a strong participant, was successful in their submission of an Expression of Interest to join the One Public Estate (OPE) programme, securing an award of £50,000 from the OPE Programme Board and HM Treasury to develop a final Services and Assets Delivery Plan. It was noted that the application put forward was strong, concise and clear in its ambition and also noted that Berkshire had a strong history of working collaboratively across the public sector.

The Chairman thanked Officers and Members for the terrific work that they had undertaken.

The Chairman noted that the Young Firefighters' passing out parade had taken place on 13 July at Whitley Wood Fire Station. He stated that he had been very proud to attend the event and thanked the Officers involved in co-ordinating the programme and the four fire stations which ran the scheme Hungerford, Crowthorne, Maidenhead and Whitley Wood. There were 42 absolutely fantastic young people passing out from the fire station following the 40 week course which ran between September and July.

The course for the following year would start on 14 September and Hungerford's course would be moving to Pangbourne Fire Station for the 2016/17 course while building works were being undertaken.

Following the announcement at the June Fire Authority meeting, the Chairman confirmed that work had concluded on clearing the Greener World site in Slough. The Chief Executive of Slough Borough Council had

extended her thanks for all the work the officers had done in supporting this work and for the structured, firm thinking and practical hands-on engagement. The Chairman thanked Officers for the expertise they had shown and for applying pressure where it was needed.

The Chairman reminded Members of the need to sign in at reception when attending meetings.

#### **10. ISSUES ARISING FROM THE AUDIT AND GOVERNANCE COMMITTEE**

No reports had been referred to the Management Committee by the Audit and Governance Committee.

#### **11. APPOINTMENT PROCESS FOR NEW CHIEF FIRE OFFICER**

This item had been moved to item 27 on the agenda.

#### **12. SUMMARY OF BUSINESS TRANSFER FROM STRATEGIC ASSET MANAGEMENT COMMITTEE (SAMC)**

Councillor Angus Ross commented that as the newly appointed Lead Member for Strategic Asset Management he held regular briefings with the relevant Officers and good progress was being made. Work was also being undertaken with Thames Valley Police (TVP), South Central Ambulance Service (SCAS) and local authorities to develop a Vehicle Strategy which would be brought to a future Management Committee.

##### **RBFRS Fleet and Engineering Update**

Simon Jefferies, on behalf of Dave Myers, provided Members with an update on the white, grey and red fleet. In terms of the grey fleet a review of car provision was underway. A 20% saving had been achieved in respect of the white fleet and Dave Myers was confident that further reductions could be achieved. The red fleet was subject to a replacement programme. Officers continued to work with Hampshire FRS to provide a scheme for the maintenance of vehicles. A Fleet Strategy was being developed to support Vision 2019.

The Chairman queried if Officers were able to provide indicative figures of the further reductions they believed could be achieved in respect of the white fleet. It was agreed that Dave Myers would provide this information outside of the meeting.

In response to a query from Councillor Pauline Helliard-Symons the CFO explained that Officers were looking at various costings around leasing of vehicles versus purchasing and a report setting out various options would be prepared for Members. There was however an issue around the tax implications of leased vehicles which was yet to be resolved. The authority would have to balance its aspirations against the aspirations of its Officers.

Councillor Ross explained that a Task and Finish Group had been set up to look at various strands of the Vehicle Strategy.

##### **ICT Update**

Nikki Richards provided Members with a look back, current work and future work of the team. Officers were working on a shared service with Oxfordshire FRS for Technical Communications. A roll out of Windows 10

**DM to action**

upgrade and Office 2016 would be started later in the year although it was anticipated that some of this work would not be completed until the 2017/18 Financial Year. Work on achieving Public Services Network (PSN) accreditation was ongoing and was a requirement in order to gain access to the new Emergency Services Network. Work on replacing Airwave with ESMCP (Emergency Service Mobile Communications Project) was ongoing.

The Chairman asked what progress was being made with procuring and implementing a new IT Service Management system. The Head of Business Information and Systems explained that Officers had recently attended a service desk expo at Olympia. They had met people from a company called Nethelpdesk and they had visited the authority with a view to assisting with developing specifications for the new system.

In terms of the asset replacement a variety of solutions was being looked at including laptops, tablets and smartphones etc. A device strategy would be developed which would recognise that there was more than one solution needed. The CFO explained that IT would be used as an enabler to ensure efficient delivery and in order to achieve this, the requirements of users needed to be assessed.

Councillor Tina McKenzie-Boyle queried when the Disaster Recovery system would be tested. Officers commented that no test was currently scheduled but that Officers were confident that they were now in a better place.

Councillor Paul Bryant asked what IT systems were being collated across Oxfordshire and Buckinghamshire. Officers commented that there were around 30 systems that could be looked at through the asset replacement programme at appropriate times but recognised that significant in-roads had not been met.

### **Capital Build Projects Update**

Alex Brown provided Members with an update on major construction projects, the development of an Integrated Property Asset Management Plan (IPAMP) and highlighted other collaborative opportunities.

The Chairman queried when the 'fit for purpose analysis' in respect of the IPAMP would be completed. Alex Brown explained that it was anticipated that the analysis of values and conditions would be completed by October 2016, data analysis using a matrix would take around four or five months to complete and it was envisaged that a draft Plan would be completed by April 2017 with the view to producing a final Plan by April 2018.

Councillor Emma Webster stressed the need to keep the local ward members and parish/town councils informed of the developments in Hungerford as well as Theale. Councillor Webster also commented that although co-location with Thames Valley Police would work well in some areas it might prohibit working with the community in others. Officers accepted that there would not be a one size fits all solution and the needs of each community would have to be assessed.

**Resolved that** the presentation be noted.

## **13. SUMMARY OF BUSINESS TRANSFER FROM INTEGRATED RISK MANAGEMENT PLAN WORKING PARTY (IRMP WP)**

Simon Jefferies presented Members with an update on progress with the IRMP. Councillor Emma Webster commented that the timescales for agreeing the plan were ambitious and Members would be drawn in to undertake short sharp pieces of work.

Councillor Paul Bryant queried if efforts were being made to align response standards with Oxfordshire and Buckinghamshire. Councillor Webster stated that where it was appropriate to align standards this could be done but that it should not be adopted where it would diminish the service to Berkshire residents.

The Chairman agreed that the timeline was ambitious and that there was a lot of work to do. Some of this work would have to be fed into the Task and Finish Group looking at the budget. Councillor Webster stated that a series of meetings was being arranged and that the Chairman would be invited to attend the next one.

**Resolved that** the presentation be noted.

#### **14. CO-RESPONDING UPDATE**

The Committee received a report which set out the progress achieved in respect of Emergency Medical Response (EMR) in RBFRS and in particular co-responding. The RBFRS had looked at opportunities with South Central Ambulance Service (SCAS) to deliver Strategic Commitment 4.

Mark Gaskarth, Area Manager, explained that the co-responding project had been commissioned based on the 'Hampshire model' i.e. a single crewed on-call car predominantly at retained duty system (RDS) station.

A working group was set up to simplify co-responding across the SCAS operational area. The group had produced an agreed approach to training, equipment provision, models of response and a scale of recharges. The Service's first scheme was launched in Hungerford in June 2015 and then in Wokingham, Wargrave as well as an officer scheme. As of June 2016 RBFRS co-responders had been to 1193 medical emergencies.

The scope of the project had now been widened to include other initiatives such as the roll out of defibrillators to all frontline fire appliances and a number of officer's cars, the fitting of AED boxes outside fire stations and response to cardiac arrests.

The AM explained that the SCAS had recently approached the RBFRS to explore the possibility of Firefighters providing a gaining entry role where ambulance crews were unable to get into buildings to treat patients.

The scheme had delivered a number of additional benefits including increased contact with the public, identification of additional safeguarding issues, improved inter agency relationships, increased medical competence and communications skills and improved morale.

The Chairman noted that although there were instances where the co-responders were instrumental in saving lives there was also a danger that results could be undermined where RBFRS staff were asked to attend non red 1 and 2 calls. In order for the project to be successful it was imperative that work was done with SCAS to ensure that appropriate calls were identified prior to attendance.

The CFO noted that SCAS paid the authority for attending calls. He accepted that in some instances Officers were only providing re-assurance. He noted though that the work undertaken was sometimes instrumental in preventing a more serious event such as when oxygen was administered thereby preventing a cardiac arrest.

Councillor Emma Webster asked if any evaluation had been undertaken as to what training and duties employees were not attending as a result of this work. The Chairman commented that co-responding and attendance at training were of equal importance and he would not want to see professional development being undermined by officers attending non emergency calls.

Neil Carter commented that Senior Officers were more adept at balancing workloads. What had not been foreseen initially was the moral obligation to maximise cover. This issue had now been redressed and he felt that at Wokingham staff were now being more balanced.

Jess James concurred with this view. He also commented that personally he found the range and intensity of emotions associated with corresponding activity was greater than the fire side and that it was therefore important for Officers to protect themselves. Officers had become more aware of this and he hoped that this was something that could be improved upon.

Ross Burton stated that he had become more accustomed to booking off the run to do what was needed and therefore was becoming more comfortable with making the co-respondent activity work.

Councillor Helliar-Symons commented that when attending non-emergency situations the co-responders were still assisting SCAS colleagues by freeing up some of their time and that the re-assurance they were providing was also very valuable. She thanked the co-responders for the terrific work they were doing. The Chairman noted that SCAS colleagues would still need to attend the incident as this was a co-response team although it was recognised that SCAS could deploy their resources in a slightly different way.

Graham Saunders explained that station moral at Hungerford had improved. His main concern was that residents in this small community did not always understand that the fire service would only respond to red 1 and 2 calls. When non-emergency incidents arose (he cited a broken bone as an example) they did not understand why the fire service was not turning out.

**Resolved that** the report be noted.

## **15. CREWING LEVEL MONITORING**

Eddie Cardoso commented that the FBU had concerns about the number of instances when Pre-arranged Overtime (PAOT) had to be used because the crews were not adequately staffed. The FBU welcomed the fact that staff numbers were increasing but still had concerns about crewing levels.

The CFO noted that this was legitimate use of PAOT but that he was disappointed about the extent to which it had to be used.

Mark Gaskarth informed the Committee of the crewing levels for wholetime and retained appliances and TVFCS for the 4<sup>th</sup> quarter of 2015/16 and the

## DRAFT

1<sup>st</sup> quarter of 2016/17. The AM noted that the station based establishment was 328. This figure did not include Retained Support Officers. In order to fully crew all 14 wholtime pumping appliances 56 wholtime staff were required for each shift and 58 personnel were required in order to fully crew all wholtime pumping appliances and provide a primary crew for the special appliance at Whitley Wood.

During the 4<sup>th</sup> quarter of 2015/16 56 personnel were available on 180 (100%) of occasions and 58 were available on 179 (99.4%) shifts. Pre-arranged overtime (PAOT) was used to provide minimum crewing 111 times in January 2016, 128 times in February 2016 and 87 times in March 2016.

At the end of the reporting period eight RDS Firefighters were undertaking basic training. Crewing levels for the Thames Valley Fire Control Service fell below minimum on 17 occasions (9% of shifts) and on all occasions operational officers made up the shortfall.

In terms of the first quarter of 2016/17 12 wholtime firefighters transferred onto fire stations following the completion of their basic training. During this reporting period 56 personnel were available on 182 (100%) of occasions and 58 were available on 153 (84%) shifts. Pre-arranged overtime (PAOT) was used to provide minimum crewing 126 times in April 2016, 112 times in May 2016 and 132 times in June 2016.

At the end of the reporting period nine RDS Firefighters were undertaking basic training. Crewing levels for the Thames Valley Fire Control Service fell below minimum on 7 occasions (8% of shifts) and on all occasions operational officers made up the shortfall.

The Chairman queried if there were any instances in the two reporting periods when wholtime appliances were taken off the run. Officers confirmed that there were not.

Councillor Emma Webster noted that, in respect of the number of shifts covered below minimum in TVFCS, there had been a significant increase in December 2015 and she wondered if this was as a result of the incidents that had taken place in November 2015.

Mark Gaskarth commented that it was difficult to relate the pressure generated in November directly to these figures. He also explained that at the present time Control was staffed by nine people but that as the service became further embedded this was likely to decrease. Work on identifying the appropriate establishment was ongoing. He noted the aspiration to work to 3.8 incidents per operator but explained that they were already at 3 incidents per controller. In addition to the 27 calls per operator they also had to make calls to other organisations. It was therefore important to understand what the demand profile looked like and that realistic establishment figures could then be taken to the Joint Committee.

The Chairman raised concerns about the number of time wholtime appliances which were being crewed by four instead of five. At the time some of the satellite stations had been set up agreement had been sought that there would be five crew members in place. He was concerned that this was not what was happening in practice.

The CFO noted that short term sickness absence had decreased by 30% and now that the establishment was currently only at eight below full it was

hoped that this issue would be resolved.

**Resolved that** the report be noted.

## 16. WORKFORCE INFORMATION

Anne-Marie Scott, the DPOD, provided the Committee with a range of strategic level workforce information to reassure Members that the Service continued to maintain a competent and engaged workforce. She explained that this was the standard report that Members were accustomed to seeing. The report also set out an overview of the Equal Pay Audit undertaken by Genesys Human Resource Solutions in 2015.

The previous review had highlighted concerns with high levels of sickness absence. Significant progress had been made to reduce short term sickness absence levels by 30% using a range of initiatives. The improvement meant that approximately 900 working days (or the equivalent of four whole time staff) had been recovered. Further improvement was however still required.

The DPOD reported that:

- The authority's gender profile was broadly in line with other Fire and Rescue Services and work on encouraging more females to take up operational roles and understanding drop-out triggers was ongoing;
- In common with other Services the authority had an ageing workforce which could lead to potential organisational risk. The recent younger recruit intake and a number of retirements had however assisted with changing the age profile thereby creating a better balance;
- Measures such as systemic workforce planning, fitness training and targeted recruitment were being employed to counteract this. A review of how best to utilise apprentices would also be undertaken during the year;
- The organisation had historically had few successful applicants from BME Groups despite targeted attempts to do so, further initiatives to increase representation would be included in the next recruitment campaign;
- Work to address disability issues to ensure reasonable adjustments was ongoing;
- The new substantive management structure was now in place.

The DPOD noted that the recent LGA commissioned Equal Pay Audit undertaken by Genesys Human Resource Solutions had not identified any serious issues. A number of minor issues had been looked at internally to ensure that there was no underlying bias in pay or treatment of individuals.

Turnover for the preceding months was running at 3.95% and for the previous financial year was at 10.18% which was below the national average of 13.6%. Exit interviews had not highlighted any trends in dissatisfaction. The information gathered around turnover was used to facilitate workforce planning. Data collection had informed the authority that further wholtime recruitment activity would be undertaken later in the year with an intake likely to happen in March 2017.

The Chairman thanked all those involved in reducing short term sickness

absence for their efforts. He noted that sickness figures were higher in Control than in other areas and asked if Officers were aware what the issues were. Officers commented that although here too there was a downward trend there were still some specific issues that needed to be addressed.

Councillor Emma Webster asked how many employees had retired but then returned to work in the organisation albeit in a different role. Officers were aware of one and possibly two instances when this had occurred during this reporting period.

Councillor Angus Ross commented that there appeared to be an increase in the number of roles being filled by agency staff. Officers explained that this was a deliberate strategy that had been employed during the restructuring period in order to reduce redundancy costs etc. Officers accepted that 13% was high and that ideally it would be kept below 10%. Councillor Emma Webster queried how many of the agency staff had been employed for more than twelve months. Officers agreed to provide a written response to this query and the response would also provide information on the roles these individuals had fulfilled.

**DPOD to  
action**

**Resolved that** the report and associated actions be noted.

#### **17. 2015/16 OUTTURN REPORT**

Conor Byrne noted that unusually at year end the authority had a £13k revenue deficit. This was primarily due to costs incurred following a gap analysis in relation to compliance with the Public Services Network which had resulted in unbudgeted for expenditure and emergency expenditure to increase resilience of internet connections. Income achieved was also below expectation primarily due to a suspension of charging Buckinghamshire FRS for cross border incidents.

This could be offset in part against an underspend in uniformed employee costs pertaining to retained fire fighter vacancies. Hydrant repairs had been provided free of charge in some instances as a result of the supplier being unable to meet the conditions of the service level agreement saving £27k. Savings of £34k had also been achieved as a result of the shared workshop facility.

In terms of the capital budget £1.5m had been spent and £1.7m would have to be re-profiled into the following year due to projects spanning more than one financial year.

There had been an overall increase in the reserves and they now stood at £11.2m.

The Chairman commented that the final settlement in terms of Windsor Fire Station and any receipts arising from the sale of Dee Road would also impact on these figures. He also noted that the overspend equated to 0.03% of the £33m budget and he complimented Officers on their efforts.

**Resolved** that the report be noted.

#### **18. FORWARD PLAN**

The Committee agreed the Forward Plan subject to the two IRMP Update reports being listed as Part I papers.

**Resolved that** the Forward Plan be noted subject to the inclusion of the amendments set out above.

**19. DATE OF THE NEXT MEETING**

**Resolved that** the next meeting would take place on Thursday, 11 August 2016 in the brigade headquarters, Pincents Kiln, Calcot, Reading, RG31 7SP.

**20. EXCLUSION OF THE PRESS AND PUBLIC**

**Resolved that** under Section 100(A)(4) of the Local Government Act 1972 (as amended), the public be excluded from the meeting for the following Agenda Items on the grounds that they involve the likely disclosure of exempt information, as defined in the paragraphs 1, 2, 3 and 4 of Part I of Schedule 12A of the said Act indicated and is exempt information if, and so long as, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

**21. PART II MINUTES OF THE MEETING HELD ON 11 APRIL 2016**

**Resolved that:** the Part II Minutes of the meeting held on 11 April 2016 be confirmed as a correct record and signed by the Chairman.

**22. PART II MINUTES OF THE IRMP WP MEETING HELD ON 31 MARCH 2016**

**Resolved that:** the Part II Minutes of the meeting held on 31 March 2016 be confirmed as a correct record and signed by the Chairman.

**23. PART II MINUTES OF STRATEGIC ASSET MANAGEMENT COMMITTEE MEETING HELD ON 5 APRIL 2016**

**Resolved that:** the Part II Minutes of the meeting held on 05 April 2016 be confirmed as a correct record and signed by the Chairman.

**24. PROPERTY UPDATE**

Simon Jefferies presented a confidential report which provided the Committee with an update in respect of a potential fire station in the Theale area.

**Resolved that** a decision would be deferred until the 11 August 2016 meeting.

**25. WAIVER OF SALARY BENEFITS**

Conor Byrne presented a confidential report which set out a request to waive a reduction in final salary benefit to an individual at a cost to the Authority of no more than £1k.

**Resolved that** the recommendation as set out in the exempt report be agreed.

**26. APPOINTMENT PROCESS FOR NEW CHIEF FIRE OFFICER**

The Committee considered a report which set out the process for appointing the new Chief Fire Officer (CFO). The report also sought nominations to the Appointments Panel and sought agreement of the Terms of Reference of that Panel. Members were also asked to consider the current job description and if appropriate recommend any amendments to it.

**Resolved that:**

1. The Terms of Reference of the Appointments Panel be approved subject to the inclusion of the amendments agreed at the meeting.
2. The following Members be appointed to the Appointments Panel: Colin Dudley, Pauline Helliard-Symons, Paul Gittings (or his nominee), Emma Webster, Angus Ross and Phillip Bicknell.
3. The correspondence discussed at the meeting be responded to as agreed.
4. The CFO's Job Description be approved subject to the inclusion of the amendment agreed at the meeting.
5. The appointments process as outlined in appendix C be approved.
6. The dates for the interview panel be agreed as discussed at the meeting.
7. The need to call an extraordinary meeting of the full Fire Authority to ratify the salary for the appointed candidate be noted.

*(The meeting closed at 9.07pm)*