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**Minutes of the
Shadow Policy and Resources Committee
held at 1000 hours on 5 November 2015 at the City Hall, Salisbury**

Members present:, Cllr Mike Byatt, Cllr Christopher Devine, Cllr Spencer Flower, Cllrs Mollie Groom, Cllr Bob Jones, Cllr Trevor Jones, Cllr Rebecca Knox, Cllr Graham Payne, Cllr Garry Perkins, Cllr Christopher Rochester, Cllr Ann Stribley, Cllr Bridget Wayman,

Officer attendance: CFO Darran Gunter (Chief Fire Officer - Designate), DCFO John Aldridge, Mr Phil Chow, Mr Derek James, Ms Jenny Long, Mr Jonathan Mair, CFO Simon Routh-Jones, Mrs Jill McCrae,

1. Welcome

1.1 The Chair, Cllr Rebecca Knox, opened the meeting and welcomed attendees.

2. Apologies

2.1 No apologies were received.

3. Declaration of Interests and Notification of Any Other Business

3.1 There were no declarations or notifications.

4. Minutes of Shadow Policy and Resources meeting on 17 September 2015 and Matters Arising

4.1 Cllr Rebecca Knox asked Members to approve the minutes from the previous meeting.

4.2 Members agreed accuracy to be correct.

4.3 CFO Darran Gunter confirmed that point 5.3.10 (A document to be produced to introduce the members of the top team) was still in progress and that this would be circulated to members and be placed in the Members Handbook. CFO Gunter also advised that 5.5.12

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(Third party review of staff welfare arrangements in the Service Control Centre) will be completed by the end of January 2016.

- 4.4 Cllr Rebecca Knox provided the meeting with an update on 5.7.6 regarding the publication of the Adrian Thomas review, noting that the latest from DCLG is that it will be published 'in a few months'.

5. Combination Progress Report

- 5.1 Mr Derek James gave an update on the overall progress of the programme noting that all the critical success factors are on track and advised that this has been verified by the Auditors.

5.2 Workstream 1

- 5.2.1 CFO Darran Gunter gave an overview of the progress of Workstream 1.
- 5.2.2 Mr Jonathan Mair gave an update on remuneration panel, noting that he is currently canvassing for dates to get this panel together so that the steady state governance could be decided. Mr Mair advised that he is having difficulty in achieving an independent panel member from Swindon.
- 5.2.3 Cllr Garry Perkins asked if this panel member had to be an elected member, Mr Jonathan Mair confirmed it was to be an independent member.
- 5.2.4 Cllr Garry Perkins advised there is a list of people available and he will supply this to Mr Jonathan Mair.
- 5.2.5 CFO Darran Gunter went on to advise that Member Development was progressing well and confirmed that the minutes from the Shadow Authority meeting and Members seminar held on the 23 October 2015 are currently being finalised.
- 5.2.6 CFO Darran Gunter also advised that clerking and democratic services arrangements for the new Service will be completed in house and that a calendar of meetings is currently being put together for next year.
- 5.2.7 Cllr Bob Jones asked if other Council meetings are taken into consideration.
- 5.2.8 Mrs Jill McCrae confirmed these will be looked at when compiling dates, however, not all Councils have their dates set so far in advance..
- 5.2.9 CFO Simon Routh-Jones gave members a brief update on Corporate Identity and Branding, advised that the first appliances have now started to be badged with the new

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logo. CFO Routh-Jones advised that appliances are being updated as they come for servicing and checks.

- 5.2.10 Cllr Bob Jones asked if there was a confirmed list of Member Champions yet. Cllr Rebecca Knox confirmed that this is currently under discussion with Cllr Chris Devine and that a reminder will be sent out to Members shortly requesting final nominations.

5.3 **Workstream 2**

- 5.3.1 CFO Darran Gunter provided an update on Workstream 2, advising that some of this work is coming to an end, with detailed delivery plans being developed for the New Year.
- 5.3.2 Cllr Rebecca Knox advised that there is one more Workstream 2 Meeting left, noting that as Workstream Meetings come to an end work will be directed by the work plans being developed. CFO Darran Gunter advised that appropriate Member engagement will take place as the overarching Community Safety Plan is developed.
- 5.3.3 Cllr Rebecca Knox confirmed that there may be at least one more meeting of each workstream before their closure. CFO Darran Gunter advised that Workstream 3 is likely to be ongoing for the next 12 months as the safety centre project progresses. Cllr Knox confirmed that this committee would require regular updates from Workstream 3 due to spend and budgets.
- 5.3.4 Mr Phil Chow gave an update on the finance elements of Workstream 2 regarding the capital expenditure. Mr Chow advised that at present the insurance history claims for the two Services are being reviewed and the procurement process will be underway shortly, with the insurance arrangements finalised in March 2016.
- 5.3.5 Mr Phil Chow noted the progress of the Agresso finance system highlighting that this was going well.
- 5.3.6 Cllr Bob Jones expressed a concern with a potential risk regarding the insurance work timeline and it being too tight. Cllr Jones advised that this had been a discussion within Workstream 2.
- 5.3.7 Mr Phil Chow replied that there is a risk in terms of timelines however there is a strict process being followed, Mr Chow went on to note that although the timelines are tight he is confident that they will be met by year end..
- 5.3.8 Cllr Mike Byatt noted that he had further points to raise but would wait until Part 2 of the meeting, where these issues may be resolved.
- 5.3.9 CFO Darran Gunter confirmed that the response standards have been agreed and other performance measures are being developed to join up with the governance arrangements

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5.3.10 Cllr Rebecca Knox asked if prevention work would be included within the performance measures. CFO Darran Gunter confirmed that this would be the case.

5.3.11 CFO Darran Gunter went on to advise the progress of the quality standards and accreditation noting that a paper to progress this will be presented to Workstream 2 in November. .

5.3.12 Cllr Trevor Jones asked for an explanation on creation of station audit process.

5.3.13 CFO Darran Gunter replied that Officers in both services undertake station audits. The way in which these are undertaken currently differ and harmonising arrangements are being developed.

5.4 **Workstream 3**

5.4.1 DCFO John Aldridge gave an update on the Service Control Centre noting that this project is now closed and now managed under business as usual. DCFO Aldridge noted that due to software issues Devon are still not yet live.

5.4.2 DCFO John Aldridge advised that the lease for the Strategic Hub has now been signed. The fit out will commence in February for occupation by 1st April 2016.

5.4.3 DCFO John Aldridge advised that an update on the Safety Centre will take place during Part 2 of the meeting.

5.4.4 Cllr Mollie Groom asked if the issues with planning had progressed any further, DCFO John Aldridge advised that assurance has been received from the planners and this was no longer an issue.

5.5 **Workstream 4**

5.5.1 CFO Darran Gunter advised the progress of the Workstream noting the development of the structures and strategies. CFO Gunter highlighted that a meeting was held by the Joint Leadership Team last night regarding the development of an IRMP and advised that this would be brought back to the Shadow Policy & Resources Committee in the New Year.

5.5.2 Cllr Chris Divine commented that the document needs to be understandable and in accessible language for the public to understand.

5.5.3 Cllr Graham Payne stated he thought the use of 'IRMP' had been discarded years ago and was renamed as the Community Safety Plan and that it should be kept simple.

5.5.4 Cllr Rebecca Knox commented that the document was to contain both, it is the Community Safety Plan but the IRMP is contained within it as it is a statutory requirement

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- 5.5.5 CFO Darran Gunter commented that both Services name the document the Community Safety Plan at present and that it will be written in plain English. CFO Gunter explained that this committee is responsible for the development of this document.
- 5.5.6 CFO Darran Gunter advised that the response standards will be picked up by the Local Performance and Scrutiny Committees who will monitor local performance against the response standards whilst the Authority will have a total regard to the overall service standards.
- 5.5.7 CFO Darran Gunter explained that at present work is continuing positively with the FBU to develop a harmonised flexi duty system for Officers for bronze, silver and gold command rotas.
- 5.5.8 Cllr Chris Devine asked for confirmation that this is for Officers or Firefighters. CFO Darran Gunter advised that this is for Station Managers and above to put into place an incident command structure, noting that to harmonise the Service is required to negotiate with the Unions. Cllr Chris Devine asked if there were any savings in this area? CFO Darran Gunter advised that savings in alignment with the business case would be achieved. .
- 5.6 **Workstream 5**
- 5.6.1 Ms Jenny Long gave an update on Workstream 5, advising that this week was a key week for the Service with the release of the draft structure and opening of the consultation period.
- 5.6.2 Ms Jenny Long advised that in respect of HR Framework a number of procedures have been released on 30 day consultation periods and mid consultation meetings with Trade Unions have been arranged.
- 5.6.3 Ms Jenny Long advised where there are aspects of significant change then papers will be presented to Joint Leadership Team.
- 5.6.4 Ms Jenny Long confirmed that existing competency framework arrangements will stay in place until a unified operational licence is developed and is in place from April 2017. Ms Long noted that the Joint Leadership Team will be reviewing current competency levels across both Services.
- 5.6.5 Ms Jenny Long advised that the TUPE document was formally released on Tuesday along with a combination update document. Ms Long advised that a number of FAQs will be updated on DW Staff Site on a weekly basis to further support staff. Ms Long went on to advise that a Managers Briefing day took place on Wednesday to enable managers to hold team briefings and noted that further staff briefings were taking place over the next weeks.

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- 5.6.6 Ms Jenny Long drew attention to page 9 of the document which sets out staff transition process of uniformed and non uniformed staff, highlighting that the consultation period ends on 4th December with a number of Joint Leadership Team meetings following. Ms Long advised that on the 17th December the structure will be signed off and final structure will be released on 6th January 2016.
- 5.6.7 Ms Jenny Long confirmed that in the completion of this work, and the development of job descriptions and pay modelling, auditors and industry specialists had been used as well as a legal team and barrister.
- 5.6.8 Cllr Rebecca Knox noted that this would be a very difficult time for staff and highlighted how impressed she was with the programme of work.
- 5.6.9 Cllr Bob Jones asked if there were any managers who were unable to attend the managers briefing session and if so how would this be dealt with. Ms Jenny Long replied that all managers were invited and the list of attendees reviewed to ensure that where a manager was not able to attend that a deputy attended in their place. Ms Long advised that the day will be evaluated.
- 5.6.10 Cllr Mike Byatt asked if the issue of pensions have been addressed. Ms Jenny Long confirmed that pension arrangements will transfer.
- 5.6.11 Cllr Trevor Jones asked with the quantity of work being done is there any external support and specialist advice available? Ms Jenny Long replied that she has a good strong team working alongside her and they are support by the Joint Leadership Team. Ms Long also advised that Sue Lewis, an independent HR consultant recommended by SWAP, has been reviewing the consultation process also.
- 5.6.12 Cllr Trevor Jones asked how easy it is to get extra resource to support this process if needed. Ms Jenny Long replied that this is a key risk for entire Combination Programme and funds are available if needed. Cllr Jones noted that if additional resources are needed then he gives his full support. This was supported by Cllr Rebecca Knox.
- 5.6.13 CFO Darran Gunter gave a brief overview of the Combination Document and passed round for Members to look through.
- 5.6.14 Mr Jonathan Mair advised that there are some difficult legal questions arising from this and Lisa Pharaoh-Workman is available if any advice where needed. Mr Mair also advised that the programme has access to a specialist employment barrister.
- 5.6.15 Cllr Chris Devine commented that 3.8.1 of the Combination Programme Progress report was so dense and very hard to understand. Suggested that this could be thinned out or written in a much more accessible way as this is for the public domain. Ms Jenny Long replied that this will be looked into for further documents.

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- 5.6.16 Cllr Graham Payne endorsed Cllr Chris Devine's comment about simplifying this and plain English may be worth looking at.
- 5.6.17 Cllr Graham Payne queried if we are happy that the new payroll modelling, meets budget requirements? CFO Darran Gunter confirmed that the cost modelling has been reviewed against the new structure to ensure cost savings are identified.
- 5.6.18 CFO Darran Gunter confirmed to the meeting that the barrister has been brought in for discussions where needed to ensure that the correct decisions are made and to prevent any claims.
- 5.6.19 Cllr Graham Payne asked if Members could be given a breakdown of costs to use as a benchmark. CFO Darran Gunter confirmed that this could be arranged.
- 5.6.20 Cllr Spencer Flower asked if there should be a solid policy for operational needs instead of being driven by individuals with regards to voluntary redundancies. CFO Darran Gunter advised that operational need is considered for each request for voluntary redundancy and that decisions are made on a case by case basis.
- 5.6.21 CFO Simon Routh-Jones added that some requests for voluntary redundancy have been declined.
- 5.6.22 Cllr Bob Jones asked which posts the Service was losing. CFO Darran Gunter advised that posts as they are at present will be different in the new Service and therefore a summary of the pinch points/areas of significant change can be provided. Ms Jenny Long noted that were we will be making over 20 people redundant the Service is required to complete a HR1 form, this is currently being developed via the legal team.
- 5.6.23 Cllr Rebecca Knox asked if the consultation document is classified, CFO Darran Gunter advised that this is out in the public domain with staff therefore not classified, however is not on the website.
- 5.6.24 CFO Darran Gunter advised that the final structure will be in place prior to the next Shadow Policy and Resources meeting.
- 5.6.25 Cllr Mollie Groom asked if there was a need for the use of the legal terms and phrases within the consultation documents. CFO Darran Gunter advised that it is mandatory to include these.
- 5.6.26 Cllr Ann Stribley highlighted the positive progress made so far with the combination programme and added that when these documents go to the public domain that a glossary may be needed.

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5.6.27 Cllr Mike Byatt asked if all this work will be brought together as part of the Medium Term Financial Plan. CFO Darran Gunter advised that this will be part of the Community Safety Plan and Medium Term Financial Plan.

5.6.28 Cllr Rebecca Knox confirmed her thanks for the detailed work that has been completed within this workstream.

5.7 Workstream 6

5.7.1 Mr Derek James provided the meeting with an update on Workstream 6. Advised that progress has been made with the infrastructure harmonisation and that the network storage is going through procurement. Mr James noted that the telephony system was upgraded in October without disruption and further work will be completed at a later date.

5.7.2 Mr Derek James confirmed that the station end project has been completed and a technical audit has been completed with positive results.

5.7.3 Mr Derek James advised that the information management procedure to underpin the policy statement has been completed and validated externally by auditors.

5.7.4 Mr Derek James advised Members that the DW Staff Site was being adapted to include a central location for the policies and procedures and noted that a procurement process has been gone through for the website with this being looked at next Workstream 6 Meeting.

5.7.5 Cllr Chris Devine asked if it was planned to use Linex rather than Windows as there were some risks with Linex. Mr Derek James confirmed that this decision has been reviewed and confirmed that the Service will now be using Microsoft. Cllr Devine confirmed he was happy with this decision.

5.8 Financial

5.8.1 Mr Phil Chow gave an update to Members on the financial update in appendix B. Mr Chow noted that not a lot had changed from the previous meeting; however, this will change as progress is made with the strategic hub and safety centre.

5.8.2 Mr Phil Chow noted that it is likely that we will show an underspend of £500,000 on the safety centre, however, this is slippage rather than underspend due to the time taken to secure the location and arrangements.

5.8.3 Cllr Chris Devine asked for clarification on what “remaining savings required” means? Mr Phil Chow explained that the business case for combination set out the savings profile and plans to make the savings in the 15/16 budget. The main savings have now been addressed and or planned or, e.g. senior management savings. Cllr Devine confirmed that this area would therefore be a redundant box in time, Mr Phil Chow agreed.

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5.8.4 Cllr Rebecca Knox added that it was fantastic what has been achieved so far and asked for a larger analysis of financial arrangements for the next meeting.

5.8.5 Cllr Christopher Rochester queried the spend for the safety centre. Mr Phil Chow noted that due to slippages in the timescale this has not yet been spent.

5.9 Programme Risks

5.9.1 CFO Darran Gunter gave an overall view of the Programme Risk Register to date, drawing Members attention to Page 15.

5.9.2 CFO Darran Gunter noted to Members the three risks recommended as being reviewed from the Programme Risk Register, these being risks 3, 5, and 7 and explained the progress of the risks to support this.

5.9.3 CFO Darran Gunter noted that risk 11 had been increased with the consultation this week and risk 14 had decreased as arrangements are finalised.

5.9.4 Cllr Graham Payne queried risk 9 and asked if there is anything politically that could happen in the next few months to jeopardise the combination. CFO Darran Gunter explained that this risk has continued to be on the risk register due to the Police and Crime Commissioner consultation. Cllr Payne noted that he did not think that this is a risk for 2015/16.

5.9.5 Cllr Rebecca Knox replied that there is one slight risk, ANA confirmation from DCLG.

5.9.6 Cllr Chris Devine stated that he agreed with Cllr Payne's' comment and that the risk should be flatlined and asked for Members to vote on this.

5.9.7 Cllr Rebecca Knox stated that it needs looking at but does not need voting on.

5.9.8 Mr Phil Chow added that the business case was based on that. The Authority did not wish to see equalisation happening over four yrs and preference for the ANA was within the business case.

5.9.9 CFO Darran Gunter advised that the risk would be reviewed following the meeting with DCLG and CSR with a view to removing the risk from the programme risk register.

5.10 Stakeholder Management

5.10.1 CFO Darran Gunter gave an update of the stakeholder work completed, this included workplace/manager briefings, website updates and pod casts. CFO Gunter advised that positive work was progressing with the restructure and consultation work in terms of the engagement and communications, with the only fault being that the release of the online structure and documents to staff was delayed by 12 minutes.

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5.11 Work Programme Update

- 5.11.1 Mr Derek James took the meeting through the next steps of the work programme and up and coming meetings.
- 5.11.2 Cllr Chris Devine commented that the Dorset and Wiltshire CFA Meeting on 1st April should be in the new hub.
- 5.11.3 CFO Darran Gunter and Cllr Rebecca Knox agreed with this and confirmed that DCFO John Aldridge will review this as part of workstream 3. Cllr Rebecca Knox added that Mr John Aldridge should think about press coverage of 1st meeting in the new hub.

6. Adoption of Key Policies

- 6.1 CFO Darran Gunter introduced the paper and advised Members that there have been 13 key policies identified to ensure statutory and legal compliance for the 1st April 2016 that require approval by the Shadow Policy and Resources Committee. CFO Gunter advised that the first 5 will be reviewed today. The others will be looked at in the January and Februarys meetings.
- 6.2 CFO Darran Gunter advised Members that these 13 policies will be underpinned by over 100 procedures.
- 6.3 **Appendix A – Corporate Governance Policy**
- 6.3.1 CFO Darran Gunter took the Members through the policy noting that the Service will follow the CIPFRA guidance.
- 6.3.2 Cllr Rebecca Knox asked Members if there were any questions or comments in relation to this policy. None were raised.
- 6.3.3 Cllr Rebecca Knox asked Members to endorse and approve the Corporate Governance Policy. This was agreed by all.
- 6.4 **Performance, Risk and Business Continuity Policy**
- 6.4.1 CFO Darran Gunter took Members through the policy.
- 6.4.2 CFO Darran Gunter stated that performance and risk management was key agenda item for the Local Performance and Scrutiny meetings and that business continuity will be added to the terms of reference for the Finance and Audit Committee.
- 6.4.3 Cllr Graham Payne commented that historically members have attended training for areas of responsibility, however he has not had certification to confirm his attendance at these

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meeting. He confirmed that he would like for this to happen moving forward, in addition, he noted that refresher sessions should be required every few years.

6.4.4 CFO Darran Gunter replied that there will be electronic training records held for Members.

6.4.5 Cllr Bob Jones asked if the current two CFA training records will be brought together. Cllr Rebecca Knox advised that this would be included within the Workstream 1 work.

6.4.6 Cllr Rebecca Knox asked Members if there were any questions or comments in relation to this policy. None were raised.

6.4.7 Cllr Rebecca Knox asked Members to endorse and approve the Performance, Risk and Business Continuity Policy. This was agreed by all.

6.5 Information Management Policy

6.5.1 CFO Darran Gunter expressed to Members how important the information management policy and the need for secure information. CFO Gunter confirmed that both services do very well in this area at present and took the Members through the policy.

6.5.2 Cllr Chris Devine asked if the relevant acts could be referenced in the section on page 2.

6.5.3 Cllr Ann Stribley asked what the O stood for in SIRO, CFO Darran Gunter advised that this was for owner and confirmed that this is a legal term that we are required to use.

6.5.4 Cllr Rebecca Knox asked Members if there were any questions or comments in relation to this policy. None were raised.

6.5.5 Cllr Rebecca Knox asked Members to endorse and approve the Information Management Policy. This was agreed by all.

6.6 Asset Management Policy

6.6.1 CFO Darran Gunter took the Members through the policy.

6.6.2 Cllr Trevor Jones suggested that the Service progresses early with public and third sector collaborative work.

6.6.3 Cllr Chris Devine queried the use of the term "third sector" and suggested using the term voluntary instead. Cllr Rebecca Knox replied that both terms can be used.

6.6.4 Cllr Rebecca Knox asked Members if there were any questions or comments in relation to this policy. None were raised.

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6.6.5 Cllr Rebecca Knox asked Members to endorse and approve the Asset Management Policy. This was agreed by all.

6.7 Health and Safety Policy

6.7.1 CFO Darran Gunter took Members through the policy noting that the language used was appropriate and in keeping with the requirements.

6.7.2 Cllr Bob Jones noted that he had requested to be the Health and Safety Member Champion. He advised that the policy focuses on operational side of the organisation; however consideration should be made for the administrative staff. Therefore section 7 of the Health and Safety Act should be included within the policy.

6.7.3 Cllr Chris Devine asked where we consider fire-fighter fitness. CFO Darran Gunter advised that this will be delivered within the health and wellbeing policy. Cllr Chris Devine asked if a paragraph could be added to note that no fire-fighter would be operational unless they have achieved the necessary requirements. CFO Darran Gunter agreed that this would be included.

6.7.4 Cllr Mollie Groom noted that in North Wiltshire a Corporate Manslaughter training session was held and suggested that this could be considered within the Members training.

6.7.5 Cllr Rebecca Knox asked Members if there were any questions or comments in relation to this policy. None were raised.

6.7.6 Cllr Rebecca Knox asked Members to endorse and approve the Health and Safety Policy. This was agreed by all.

6.7.7 Mr Jonathan Mair reminded Members of the terms of reference for the Shadow Policy and Resources Committee, that Members of this Committee have delegated responsibility from the Shadow Authority to approve policies.

6.7.8 **Resolve: Members endorsed and approved the following policies:**

- **Corporate Governance**
- **Performance, Risk and Business Continuity**
- **Information Management**
- **Assets Management**
- **Health and Safety**

7. Note final audit letters for DFA and W&S CFA

7.1 Mr Phil Chow presented the paper to the Members and introduced Mr David Parsons from KPMG to answer any questions.

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- 7.2 Cllr Chris Devine asked why there was an increase of £8k against planned fees. Mr David Parsons advised that this was for the additional work on the combination programme and that the costs were split equally.
- 7.3 CFO Darran Gunter reminded Members that agreement was given for an additional £6k to be spent on a Go Live audit, to be completed by KPMG, Swindon Borough Council Audit and South West Audit Partnership.
- 7.4 Cllr Rebecca Knox thanked Mr David Parsons for attending the meeting.

8. Date of Next Meeting

- 8.1 Cllr Rebecca Knox confirmed to Members that the next Shadow Policy and Resources Committee will be held at 1000 hours on 14th January at Salisbury Race Course followed by a Joint Members Seminar at 1200 hours.

9. Exclusion to the Public

- 9.1 Cllr Rebecca Knox addressed all attendees to confirm the closure of the meeting to the public with the following statement:
- 9.2 In accordance with Section 100A (4) of the Local Government Act 1972 to exclude the press and public for the business specified below because it is likely that, if members of the public were present, there would be disclosure to them of exempt information as defined in paragraphs 1 and 4 of Part 1 of Schedule 12A to the Act

10. Safety Centre Business Case Progress Report

- 10.1 DCFO John Aldridge provided an overview of the Safety Centre Report.

11. Position on Property Condition Survey

- 11.1 Mr Phil Chow introduced the report regarding property valuation survey.
- 11.2 Cllr Rebecca Knox asked Members to confirm their approval of the recommendation within the paper. Members confirmed their approval.
- 11.3 **Resolve: Members endorsed and approved recommendations within the paper.**
- 11.4 Cllr Rebecca Knox thanked everyone for attending the meeting.
- 11.5 Meeting finished at 1230hrs.

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