



EAST SUSSEX FIRE AUTHORITY
THURSDAY 15 JUNE 2017 at 10:30 HOURS

MEMBERS

East Sussex County Council (12)

Councillors Barnes, Dowling, Earl, Elford, Galley, Lambert, Osborne, Scott, Sheppard, Smith, Taylor and Tutt.

Brighton & Hove City Council (6)

Councillors Deane, Morris, O'Quinn, Peltzer Dunn, Penn and Theobald.

You are required to attend this meeting to be held at Hove Town Hall, Norton Road, Hove, BN3 3BQ at 10:30 hours.

AGENDA

Item No.	Page No.	
977.	1	In relation to matters on the agenda, seek declarations of interest from Members relating to items to be considered at the meeting, in accordance with the provisions of the Fire Authority's Code of Conduct for Members.
978.	3	Election of Chairman – report of the Monitoring Officer (copy attached).
979.	5	Election of Vice-Chairman – report of the Monitoring Officer (copy attached).
980.	1	Apologies for absence.
981.	1	Notification of items which the Chairman considers urgent and proposes to take at the end of the agenda/Chairman's Business.

(Any Members wishing to raise urgent items are asked, wherever possible, to notify the Chairman before the start of the meeting. In so doing they must state the special circumstances which they consider justify the matter being considered urgently).

Item No.	Page No.	
982.	2	To consider any public questions.
983.	2	To receive any petitions.
<u>984.</u>	7	Non-confidential minutes of the meeting held on 14 February 2017 (copy attached).
985.	2	Callover. The Chairman will call the item numbers of the remaining items on the open agenda. Each item which is called by any Member shall be reserved for debate. The Chairman will then ask the Fire Authority to adopt without debate the recommendations and resolutions contained in the relevant reports for those items which have not been called.
<u>986.</u>	13	Political Representation on the Panels of the Fire Authority – report of the Monitoring Officer (copy attached).
<u>987.</u>	17	Fire Authority and Panel Meetings 2017/18 – report of the Clerk (copy attached).
<u>988.</u>	19	Treasury Management Stewardship Report 2016/17 – report of the Assistant Director, Resources / Treasurer (copy attached).
<u>989.</u>	33	East Sussex Fire & Rescue Service IT Strategy – report of the Assistant Director, Resources / Treasurer (copy attached).
<u>990.</u>	35	Inclusion, Equality & Diversity Strategy 2017 – 2021 – report of the Interim Deputy Chief Fire Officer (copy attached).
991.	2	Exclusion of the Press and Public. To consider whether, in view of the business to be transacted or the nature of the proceedings, the press and public should be excluded from the remainder of the meeting on the grounds that, if the public and press were present, there would be disclosure to them of exempt information. NOTE: Any item appearing in the confidential part of the Agenda states in its heading the category under which the information disclosed in the report is confidential and therefore not available to the public.
<u>992.</u>	77	Confidential minutes of the meeting held on 14 February 2017 (copy attached). (Exempt categories under paragraph 3 of the Local Government Act 1972).

ABRAHAM GHEBRE-GHIORGHIS
Monitoring Officer
East Sussex Fire Authority
c/o Brighton & Hove City Council

EAST SUSSEX FIRE AUTHORITY

Date: 15 June 2017
Title: Election of Chairman
By: Monitoring Officer
Lead Officer: Clerk to the Fire Authority

Background Papers: Previous Report - 16 June 2016
East Sussex Fire Services (Combination Scheme) Order 1996
East Sussex Fire Authority Constitution

Appendices: None

Implications:

Corporate risk		Legal	
Environmental		Policy	
Equality impact	✓	Political	✓
Financial		Other (please specify)	
Health & safety		Core brief	
Human resources			

PURPOSE OF REPORT: To invite the Fire Authority to elect a Chairman and to request the Chairman, once elected, to advise on their preferred title.

EXECUTIVE SUMMARY: The report presented to the Fire Authority on 16 June 2016 set out the background information in relation to the procedures for the election of a Chairman and, if desired, a Vice-Chairman.

The Fire Authority duly elected a Chairman to serve for one year, until 15 June 2017. This report seeks approval to appoint a Chairman to the Fire Authority.

The rules governing the election are contained within the report.

The Fire Authority has previously agreed that it was appropriate to invite the Chairman, once elected, to advise on his/her preferred choice of title.

RECOMMENDATION: The Fire Authority is asked to:
i. appoint a Chairman; and
ii. invite the Chairman to advise on his/her preferred title.

1. **BACKGROUND INFORMATION**

- 1.1 The report presented to the Fire Authority on 16 June 2016 set out the background information in relation to the procedures for the election of a Chairman and, if desired, a Vice-Chairman. The Fire Authority duly elected a Chairman on 16 June 2016 to serve for a period of one year, or until the date of the next AGM, when a new election would need to be considered. This report seeks approval to appoint a Chairman to the Fire Authority.
- 1.2 The Combination Order for the creation of the East Sussex Fire Authority sets down the following procedures:
 - 17 (1) The Authority shall elect a Chairman, and may elect a Vice-Chairman, from amongst its members.
 - 17 (2) The Chairman, and if a Vice-Chairman is elected, the Vice-Chairman, shall, subject to paragraphs 13–16, hold office for a period of one year from the date of their election.
 - 17 (3) Sub-paragraph (2) shall not prevent a person who holds, or has held, office as Chairman, or Vice-Chairman, as the case may be, from being elected or re-elected to either of those offices.
 - 17 (4) On a casual vacancy occurring in the office of Chairman or, if a Vice-Chairman has been elected, the Vice-Chairman, the Authority shall elect from its members a person to replace the Chairman, and may so elect a person to replace the Vice-Chairman, as the case may be.
 - 17 (5) The election to replace the Chairman under sub paragraph (4) above shall take place not later than the next following ordinary meeting of the Authority.
- 1.3 The Standing Orders of the Fire Authority state:
 9. Election of Chairman and Vice-Chairman.
 - 9.1 The Authority shall at the annual meeting elect a Chairman and may elect a Vice-Chairman or Vice-Chairmen from among its members as the first item of business.
 - 9.2 On a casual vacancy occurring in the office of Chairman and Vice-Chairman, the Authority shall elect from its members a person to replace the Chairman and may so elect a person to replace the Vice-Chairman as the case may be.
 - 9.3 The Authority, when deciding to elect a Vice-Chairman, should consider an appropriate representative balance between the two constituent authorities such that the Vice-Chairman, unless the Fire Authority specifically determine otherwise, should be a Member from the other constituent authority to that of the newly elected Chairman.
- 1.4 Under Standing Order 23.1, if more than one person is nominated, there is a procedure for voting by roll call which applies unless otherwise agreed. Previously, the Authority has agreed to appoint the Chairman and Vice-Chairman by a show of hands. A third alternative would be to hold a ballot.
- 1.5 When the Fire Authority was first constituted, it was agreed that its 'Chairman' would be formally called as such, as opposed to the title 'Chair' or alternatively, 'Chairman or Chairwoman.' The Fire Authority has previously agreed that it was appropriate to invite the Chairman, once elected, to advise on his/her preferred choice of title.

EAST SUSSEX FIRE AUTHORITY

Date: 15 June 2017
Title: Election of Vice-Chairman
By: Monitoring Officer
Lead Officer: Clerk to the Fire Authority

Background Papers: Previous Report - 16 June 2016
East Sussex Fire Services (Combination Scheme) Order 1996
East Sussex Fire Authority Constitution

Appendices: None

Implications :

Corporate risk		Legal	
Environmental		Policy	
Equality impact	✓	Political	✓
Financial		Other (please specify)	
Health & safety		Core brief	
Human resources			

PURPOSE OF REPORT: To invite the Fire Authority to elect a Vice-Chairman and once elected, to request the Vice-Chairman to advise on his/her preferred title.

EXECUTIVE SUMMARY: Agenda Item 978 above sets out the adopted procedures for the appointment of a Chairman and Vice-Chairman.

Members' attention is drawn specifically to Standing Order 9.3 (see previous agenda item) and, unless the Fire Authority specifically determines otherwise, the Vice-Chairman should be a Member from the other constituent authority to that of the newly elected Chairman.

The Fire Authority is asked to consider whether to elect a Vice-Chairman to assist the Chairman in his or her role.

The Fire Authority has agreed previously that it was appropriate to invite the Vice-Chairman, once elected, to advise on his/her preferred choice of title.

RECOMMENDATION: The Fire Authority is asked to:

- consider whether it wishes to elect a Vice-Chairman; and
- if appointed, to invite the Vice-Chairman to advise on his/her preferred title.

EAST SUSSEX FIRE AUTHORITY

Minutes of the meeting of the East Sussex Fire Authority held at East Sussex Fire and Rescue Service Headquarters, 20 Upperton Road, Eastbourne at 10:30 hours on Tuesday 14 February 2017.

Present: Councillors Barnes, Buchanan, Butler, Deane, Earl, Galley, Howson (Chairman), Lambert (Vice-Chair), O'Quinn, Peltzer Dunn, Penn, Pragnell, Sheppard, Taylor and Theobald.

Also present:

Mr. G. Walsh (Chief Fire Officer), Ms. D. Whittaker (Deputy Chief Fire Officer), Mr. M. Andrews (Assistant Chief Fire Officer), Mrs. L. Woodley (Deputy Monitoring Officer), Mr. D. Savage (Treasurer / Assistant Director Resources), Mrs. V. Chart (Assistant Director Human Resources & Organisational Development), Ms. H. Scott-Youlton (Assistant Director Training & Assurance), Mrs. L. Ridley (Assistant Director Planning & Improvement) and Mrs. S. Klein (Clerk to the Fire Authority).

963. DISCLOSABLE PECUNIARY INTERESTS

963.1 It was noted that, in relation to matters on the agenda, no participating Member had any disclosable pecuniary interest under Section 30 of the Localism Act 2011.

964. APOLOGIES FOR ABSENCE

964.1 Apologies were received from Councillors Morris, Scott and Wincott.

965. URGENT ITEMS AND CHAIRMAN'S BUSINESS

965.1 Councillor John Barnes MBE

965.1.1 The Chairman congratulated Councillor Barnes on receiving an MBE from Her Majesty the Queen in her New Year's Honours in recognition of his voluntary services to the community of Etchingham.

965.2 Sue Klein

965.2.1 The Chairman informed Members that this would be Sue's last meeting of the Fire Authority. After more than 40 years of public service, and nearly 14 years looking after the Fire Authority, she had decided not to go to Lewes but to take early retirement. The Chairman presented Sue with gifts from the Members and the CFO presented her with a Certificate of Service.

965.3 CFO Gary Walsh

965.3.1 This was Gary's last meeting as Chief Fire Officer and a presentation was made to him by the Chairman on behalf of Members. Group Leaders and Members were sorry to see Gary leave and spoke of his strong sense of public service and strong moral compass. Members thanked Gary for his commitment to the Fire Authority and his support and understanding and wished him a long and happy retirement.

965.4 Sussex Control Centre

965.4.1 ACFO Andrews updated Members on the Factory Acceptance Tests which had taken place during the previous week. Four low level issues had been identified, but there were no concerns and progress could now be made to Systems Acceptance Testing, scheduled from 3 to 14 April; Bluelightworks were still evaluating governance and progress and it was anticipated that the go-live date of 21 June 2017 would be met.

- 965.5 HQ Relocation
- 965.5.1 The Treasurer updated Members on the relocation of Service HQ to Lewes. This had now been put back by two weeks, to 3 April 2017, to provide additional time to manage network connectivity at the new HQ site, ensure that staff were in receipt of excess mileage payments before having to incur additional travel costs and to ensure the safety and security of the removals process.
- 965.5.2 The Clerk confirmed that rooms had been booked at County Hall for Panel meetings in April, and at Hove Town Hall for the Annual Fire Authority meeting in June.
966. **TO CONSIDER PUBLIC QUESTIONS, IF ANY**
- 966.1 There were none.
967. **TO CONSIDER PUBLIC PETITIONS, IF ANY**
- 967.1 There were none.
968. **NON-CONFIDENTIAL MINUTES OF THE MEETING HELD ON 8 DECEMBER 2016**
- 968.1 **RESOLVED** – That the non-confidential minutes of the meeting held on 8 December 2016 be approved and signed by the Chairman. (Copy in Minute Book).
969. **CALLOVER**
- 969.1 Members reserved the following items for debate:
970. Fire Authority Service Planning processes for 2017/18 and beyond, Revenue Budget 2017/18 and Capital Strategy 2017/18 to 2021/22
971. Treasury Management Strategy for 2017/18
- 969.2 **RESOLVED** – That all other reports be approved according to the recommendations set out in the reports.
970. **FIRE AUTHORITY SERVICE PLANNING PROCESSES FOR 2017/18 AND BEYOND, REVENUE BUDGET 2017/18 AND CAPITAL STRATEGY 2017/18 TO 2021/22**
- 970.1 Members considered a joint report of the Chief Fire Officer and Treasurer that sought their approval of the Fire Authority's Revenue Budget 2017/18, Capital Strategy 2017/18 to 2021/22 and Medium Term Finance Plan for 2017/18 to 2021/22. (Copy in Minute Book).
- 970.2 The Authority's draft budget proposals for 2017/18 had been considered by the Policy & Resources Panel on 19 January 2017. Since that meeting the report had been updated to reflect final council tax and business rates information, collection fund positions and the dissolving of the business rate pool. The Local Government Finance Settlement (LGFS) would not be finalised until the Local Government Finance Report (England) 2017/18 had been approved by Parliament and this was expected on 22 February.

- 970.3 Members noted that the Authority had continued to make good progress in delivering agreed savings proposals over the last 12 months. The latest version of the MTFP showed that the Authority had already identified £1.350m of savings in 2017/18 and a total of £1.937m savings in total over the life of the MTFP. Officers would continue to explore the potential for further savings as part of the integrated business planning and budget setting process and through collaboration with partners.
- 970.4 The budget had been developed to facilitate the delivery of the Authority's purpose and commitments and the priorities set out in the Integrated Risk Management Plan (IRMP) 2017-20, which was consulted upon during 2016. As the IRMP priorities were further developed the financial implications would be built into future budget plans.
- 970.5 The report outlined proposals for setting a balanced revenue budget for 2017/18, including commitments and growth bids, which would be subject to the Authority agreeing a 1.94% increase in its council tax in line with its existing budget strategy. The MTFP set out how the Authority planned to achieve a balanced budget over the medium term.
- 970.6 The Capital Strategy reflected the Authority's identified capital investment requirements for the next five years which could be financed from existing resources without the need to incur additional borrowing. This included new schemes for the refurbishment of Preston Circus and building of a new workshop facility with emergency services partners. A further review of both the Capital Strategy and arrangements for the future funding of its delivery would be undertaken during 2017/18 to reflect the investment proposals in the revised IMD and Estates Strategies.
- 970.7 The Treasurer informed Members that the Authority had acted prudently in establishing reserves and balances to meet its assessed risks and to provide one off funding for specific priorities. This continued to provide the funding necessary to support the Authority's transformation programme and meet its capital investment priorities over the next five years.
- 970.8 Following a question from Councillor Galley, the Treasurer clarified the relationship between the Capital Program Reserve and Capital Receipts Reserve. He also confirmed that the Capital Receipts Reserve included the original estimated value of the HQ building, and not the final selling price, as the sale had not yet been concluded.
- 970.9 Councillor Theobald was pleased to note the plans to redevelop Preston Circus and continue to operate it as a fire station. She asked about the new Service pressures which included the FBU representative being a budgeted post and the CFO explained that this was currently needed on a full time basis, but could revert to a part time secondment when the staff consultation requirements had eased off.
- 970.10 Councillor Theobald also queried the requirement for a temporary Estates Project Support Officer and Senior Estates Surveyor and the Treasurer explained that the first post was needed for three months to support the development of the Travel Plan (for the HQ move to Lewes) and the second post was needed for 2017/18 due to the increasing number of capital projects currently being progressed and to allow capacity to develop a new Estates Strategy.

970.11 Councillor Barnes supported the recommendations and agreed with the need for a cautious approach. He was comfortable with the reserves policy and agreed with Councillor Theobald that the redevelopment of Preston Circus was to be welcomed. He also welcomed the estates review scheduled for the summer, with the increasing number of housing projects, particularly in the Wealden area.

970.12 **RESOLVED** – That

- i) an increase in council tax of 1.94% be approved and, as a result:
 - (i) the budget proposals set out in the report and the net budget requirement of £37.403m for 2017/18 be approved;
 - (ii) the council tax requirement of £25.036m be approved; and
 - (iii) the council tax and precepts as set out in Appendix F to the report (and set out in the attached Appendix A), be approved.
- ii) the capital programme for the next five years and the capital budget of £4.677m for 2017/18 and the plans to use capital grant, capital receipts and revenue contributions to finance capital expenditure be approved;
- iii) the maintenance of the General Reserve at a minimum of 8% of the net revenue budget over the medium term be approved;
- iv) the fees and charges set out in the report be approved; and
- v) the Chief Fire Officer, in consultation with the Chairman and Treasurer, be authorised to make any adjustments to the presentation of the budget to reflect the final Local Government Finance Settlement.

971. **TREASURY MANAGEMENT STRATEGY FOR 2017/18**

971.1 The Fire Authority considered a report of the Treasurer that contained recommendations about the borrowing limits, the prudential indicators and limits, the investment strategy and policy as required by Section 3 (1) of the Local Government Act 2003 and the Prudential Code for Capital Finance 2004. (Copy in Minute Book).

971.2 Councillor Galley asked the Treasurer to clarify the difference between the Capital Financing Requirement (CFR) and the Capital Asset Strategy (CAS). The Treasurer explained that the CFR set out the underlying need to borrow, whereas the CAS set out the planned financing of the capital programme from all sources. The Treasurer confirmed that there were no plans to finance any projects through borrowing over the lifetime of the CAS.

971.3 Councillor Barnes considered that the Authority had been very conservative in its treasury management, with very low income from reserves. He suggested that improved revenue could be obtained from better use of the estate, such as Preston Circus, and partnership working, and that the Authority should not be afraid of borrowing if increased revenue could be obtained.

- 971.4 **RESOLVED** – That:
- i) the Treasury Management Strategy and Policy Statement for 2017/18 be approved (and adopted for the remainder of 2016/17);
 - ii) for 2017/18, the Authorised Limit for borrowing shall be £13.83m;
 - iii) the prudential indicators be adopted as set out in the attached Appendix 2 of the report; and
 - iv) the Minimum Revenue Provision (MRP) Statement for 2017/18 be approved as set out in Appendix 3 of the report.

972. **APPOINTMENT OF EXTERNAL AUDITORS**

- 972.1 The Fire Authority received a report of the Treasurer that set out the Scrutiny & Audit Panel's preferred option for the appointment of external auditors from 1 April 2018. (Copy in Minute Book).

- 972.2 **RESOLVED** – That the Fire Authority accept the Public Sector Audit Appointments (PSAA) invitation to opt-in to the sector-led option for the appointment of external auditors from 1 April 2018.

973. **PAY POLICY STATEMENT FOR 2017/18**

- 973.1 Members received a report of the Monitoring Officer that sought their approval of the Fire Authority's Pay Policy Statement for the period 1 April 2017 to 31 March 2018. (Copy in Minute Book).

- 973.2 **RESOLVED** – That the Pay Policy Statement be approved.

974. **HEALTH, SAFETY & WELL-BEING STRATEGY 2017-2020**

- 974.1 Members received a report of the Chief Fire Officer that sought their approval of the revised Health, Safety & Well-being Strategy for the period 2017-2020. (Copy in Minute Book).

- 974.2 **RESOLVED** – That the revised Health, Safety & Well-being Strategy for 2017-2020 be approved for adoption.

975. **EXCLUSION OF PRESS AND PUBLIC**

- 975.1 **RESOLVED** – That item no. 976 be exempt under paragraph 3 of Schedule 12A to the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) Order 2006 and accordingly is not open for public inspection on the grounds that it includes information relating to the business affairs of the Fire Authority.

The meeting concluded at 11:55 hours.

Signed
Chairman

Dated this 15th day of June 2017.

EAST SUSSEX FIRE AUTHORITY: PRECEPT FOR 2017/18

REF: S43 LOCAL GOVERNMENT FINANCE ACT 1992

	£	£
NET BUDGET REQUIREMENT		37,403,000.00
Forecast Business Rates retained	2,392,000.00	
Top Up grant	4,821,000.00	
Total Base Line funding	7,213,000.00	
Add Revenue Support Grant	4,524,000.00	
Total Grant funding (excluding transitional/freeze grant)	11,737,000.00	
Transition Grant	122,000.00	
Section 31 Grant Business Rates adjustment	258,000.00	
Previous Year's Surpluses/(Deficits)	250,000.00	
Total Council Tax required		25,036,000.00
Tax base	283,210.67	
Basic Council Tax (Band D equivalent)		88.40
Basic Council Tax from above calculation		<u>Council Tax</u>
Band A	6/9	58.93
Band B	7/9	68.76
Band C	8/9	78.58
Band D	9/9	88.40
Band E	11/9	108.04
Band F	13/9	127.69
Band G	15/9	147.33
Band H	18/9	176.80
	<u>Tax Base</u>	<u>Precept</u>
Brighton and Hove	87,388.80	7,725,170
Eastbourne	33,923.70	2,998,855
Hastings	25,095.00	2,218,398
Lewes	36,345.60	3,212,951
Rother	37,260.97	3,293,870
Wealden	63,196.60	5,586,579
	283,210.67	25,035,823

EAST SUSSEX FIRE AUTHORITY

Date: **15 June 2017**
Title: **Political Representation on the Panels of the Fire Authority**
By: **Monitoring Officer**
Lead Officer: **Clerk to the Fire Authority**

Background Papers: Previous Report - Fire Authority 16 June 2016
The East Sussex Fire Services (Combination Scheme) Order 1996

Appendices: Appendix 1 – Panel membership 2016-17
Appendix 2 – Proposed Panel membership 2017-18

Implications :

Corporate risk		Legal	
Environmental		Policy	
Equality impact		Political	✓
Financial		Other (please specify)	
Health & safety		Core brief	
Human resources			

PURPOSE OF REPORT: To secure political balance on Panels in accordance with the Local Government (Committees and Political Groups) Regulations 1990 and agree the resultant membership to the Panels of the Fire Authority.

EXECUTIVE SUMMARY: Under the provisions of the Local Government and Housing Act 1989 and the Local Government (Committees and Political Groups) Regulations 1990, the Fire Authority must keep under review the allocation of seats on Committees and other bodies to ensure, so far as practicable, that they reflect the political groups on the Authority.

The rules governing representation on Panels are set out overleaf giving the pattern of membership agreed at the meeting of the Fire Authority on 16 June 2016.

The Fire Authority is invited to agree the membership of its Panels for the forthcoming year.

RECOMMENDATION:

The Fire Authority is asked to consider whether it wishes to:

- i confirm the Panel arrangements and political representation as set out in the report;
 - ii. agree (with no Member voting against) that the political balance provisions shall not apply to the membership of the Principal Officer Appointments Panel; and
 - iii appoint the Chairman and Vice-Chairman of the Panels in accordance with Standing Order 41.13 or, as has been the practice in the past, leave it to the Panels to do this under Standing Order 41.14.
-

1. BACKGROUND – CURRENT POSITION

- 1.1 Under the provisions of the Local Government and Housing Act 1989 and the Local Government (Committees and Political Groups) Regulations 1990, authorities must keep under review the allocation of seats to political groups on their Committees/Panels to ensure, so far as practicable, that they reflect the numbers in the political groups on their authority. The guiding principles which can be drawn from the 1989 Act and which need to be borne in mind when conducting any review are that:
 - (a) The majority party should have a majority on each committee/panel;
 - (b) The overall number of committee/panel places allocated to each group should be proportionate to the numbers of each group on the authority;
 - (c) Subject to (a) and (b), the number of seats on each committee/panel should be proportionate to the numbers of each group on the authority.
- 1.2 Currently, there are three political groups on the Fire Authority: Conservative, Labour and Liberal Democrat. There is also one Green and one Independent Member of the Fire Authority, but single Members do not constitute a political group.
- 1.3 The Panels are the Authority's committees set up in accordance with Standing Order 41 and their terms of reference are shown in the Constitution. The Panels and their related membership which were approved in June 2016 are shown in Appendix 1, and the proposed political proportionality for 2017/18 is shown in Appendix 2.
- 1.4 Political proportionality rules need not apply to Panels of Authorities provided that due notice to adopt alternative arrangements is given to all Members and no Member votes against the proposals when they are considered and approved. Members are therefore asked to agree that the political balance provisions should not apply to the Principal Officer Appointments Panel.
- 1.5 Group Leaders are requested to let the Clerk have the names of their Panel Members by Friday 23 June, in preparation for the despatch of agendas for the first meeting of Panels on 6 July 2017.

Appendix 1

PANEL MEMBERSHIP 2016-17

	CONSERVATIVE	LABOUR	LIBERAL	UKIP
SCRUTINY & AUDIT (7)	3 Galley Peltzer Dunn Taylor	2 Penn Wincott	1 Lambert	1 Buchanan
POLICY & RESOURCES (7)	3 Barnes Pragnell Theobald	2 O'Quinn Scott	1 Lambert	1 Howson
HUMAN RESOURCES (7)	3 Peltzer Dunn Pragnell Sheppard	2 Morris O'Quinn	1 Butler	1 Howson
URGENCY (7)	3 Barnes Taylor Theobald	2 O'Quinn Scott	1 Butler	1 Howson
APPOINTMENTS PANEL (5) (Group Leaders + 1 additional Conservative)	2 Barnes Theobald	1 Scott	1 Lambert	1 Howson
PENSIONS BOARD (4)	Butler, Earl, Penn, Taylor			

Appendix 2

PANEL ALLOCATIONS BASED UPON POLITICAL PROPORTIONS FOR 2017-18

Panel	TOTAL	
Scrutiny & Audit	7	4 Cons, 1 Lab, 2 LDem*
Policy & Resources	7	4 Cons, 2 Lab, 1 LDem
Human Resources	7	4 Cons, 2 Lab, 1 LDem
Urgency	7	4 Cons, 2 Lab, 1 LDem
Total requiring political proportionality	28	
<p>(The total number of seats = 28, divided 16:7:5 on the basis of the 2017-18 political balance)</p> <p>* To be confirmed. The Liberal Democrat group could have two places on one of the other Panels instead. .</p>		
Appointments Panel	4 (5)	Group Leaders + 1 additional Conservative [+ Chairman of the Fire Authority, if not a Group Leader]
Pensions Board	4	4
The Pensions Board is not subject to the political balance rules.		

EAST SUSSEX FIRE AUTHORITY

Date: 15 June 2017

Title: Fire Authority and Panel meetings 2017/18

By: Clerk to the Fire Authority

Lead Officer: Kirsty Ward, Clerk to the Fire Authority

Background Papers: None

Appendices: None

Implications:

CORPORATE RISK		LEGAL	
ENVIRONMENTAL		POLICY	
EQUALITY IMPACT		POLITICAL	✓
FINANCIAL		OTHER (PLEASE SPECIFY)	
HEALTH & SAFETY		CORE BRIEF	
HUMAN RESOURCES			

PURPOSE OF REPORT: To inform Members of the dates of meetings of the Fire Authority and Panels for the next 12 months.

EXECUTIVE SUMMARY:

1. Paragraph 3.1 of Part 1(a) of East Sussex Fire Authority's Standing Orders requires meetings of the Fire Authority to be notified annually in advance. Dates of meetings of the Fire Authority and Panels for the next 12 months are, therefore, detailed below.
2. Constituent authorities are consulted when arranging meetings of the Fire Authority in order to avoid clashes wherever possible. Details of meetings are also posted on ESFRS web-site on a continual rolling basis:
<http://www.esfrs.org/news/whats-on/>

RECOMMENDATION: The Fire Authority is asked to note the dates of meetings of the Fire Authority and Panels for the next 12 months.

Date:	Meeting:
6 July 2017	Scrutiny & Audit and Policy & Resources Panels
7 September 2017	Fire Authority and Pension Board
14 September 2017	Scrutiny & Audit Panel
2 November 2017	Scrutiny & Audit and Policy & Resources Panels
7 December 2017	Fire Authority and Pension Board
18 January 2018	Policy & Resources Panel
1 February 2018	Scrutiny & Audit Panel
15 February 2018	Fire Authority and Pension Board
24 May 2018	Scrutiny & Audit and Policy & Resources Panels
14 June 2018	Fire Authority and Pension Board
26 July 2018	Scrutiny & Audit and Policy & Resources Panels
6 September 2018	Fire Authority and Pension Board
13 September 2018	Scrutiny & Audit Panel
1 November 2018	Scrutiny & Audit and Policy & Resources Panels
6 December 2018	Fire Authority and Pension Board

All Fire Authority meetings to commence at 10:30 hours
All Panel meetings to commence at 10:00 hours

Notable dates in 2018:

Good Friday 30 March 2018

Easter Monday 2 April 2018

ESCC Annual Meeting Tuesday 15 May 2018

B&H CC Annual Meeting Thursday 17 May 2018

CFA Annual Meeting Thursday 14 June 2018

EAST SUSSEX FIRE AUTHORITY

Date: 15 June 2017

Title of Report: Treasury Management – Stewardship Report for 2016/17

By: Duncan Savage, Assistant Director, Resources/Treasurer

Lead Officer: Richard Carcas. Principal Finance Officer (Treasury Management)

Background Papers: Prudential Code for Capital Finance 2004
 Local Government Act 2003
 Local Government Investments – Guidance
 CIPFA Prudential Code
 CIPFA Treasury Management in the Public Services- Code of Practice
 Local Government and Public Involvement in Health Act 2007
 Communities and Local Government-Changes to the Capital Finance System
 East Sussex Fire Authority - 11 February 2016 – Agenda Item 909 Treasury Management Strategy for 2016/17
 East Sussex Fire Authority - 16 June 2016 – Agenda Item 926 Treasury Management – Stewardship report for 2015/16
 Policy & Resources Panel - 3 November 2016 – Agenda Item No 033: Half yearly report for 2016/17

Appendices: None

Implications:

CORPORATE RISK		LEGAL	✓
ENVIRONMENTAL		POLICY	
FINANCIAL	✓	POLITICAL	
HEALTH & SAFETY		OTHER (please specify)	
HUMAN RESOURCES		CORE BRIEF	
EQUALITY IMPACT ASSESSMENT			

PURPOSE OF REPORT: The Annual Treasury Management Stewardship Report is a requirement of the Fire Authority's reporting procedures and covers the Treasury activity for 2016/17. The report also includes the Prudential Indicators which relate to the treasury activity.

EXECUTIVE SUMMARY: The Fire Authority has complied with its approved Treasury Management Strategy and Prudential Indicators for the year.

The Bank of England (BoE) Base Rate was cut from 0.50% to 0.25% on the 4th August 2016. In challenging economic conditions the average rate of interest received through Treasury Management activity was 0.52%. This reflected the Fire Authority's continuing prioritisation of security and liquidity over yield.

No new borrowing was undertaken in 2016/17 with total loan debt outstanding remaining at £10.973m at an average interest rate of 4.61%. There were no beneficial opportunities to reschedule debt during the year. The outturn of the Fire Authority's Capital Financing Requirement (CFR), a measure of the underlying need to borrow, is £10.973m.

RECOMMENDATION: The Fire Authority is asked to note the Treasury Management Performance for 2016/17.

1. **INTRODUCTION**

- 1.1 The Fire Authority's treasury management activities are regulated by a variety of professional codes and statutes and guidance:
- a) the Local Government Act 2003 (the Act), which provides the powers to borrow and invest as well as providing controls and limits on this activity;
 - b) statutory Instrument (SI) 3146 2003 develops the controls and powers within the Act;
 - c) the SI requires the Fire Authority to undertake any borrowing activity with regard to the Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code for Capital Finance in Local Authorities; and
 - d) under the Act the former Office of the Deputy Prime Minister has issued Investment Guidance to structure and regulate the Authority's investment activities.
- 1.2 The Fire Authority has adopted the CIPFA Code of Practice for Treasury Management in the Public Sector and operates its treasury management service in compliance with this Code and the above requirements. These require that the prime objective of the treasury management activity is the effective management of risk, and that its borrowing activities are undertaken on a prudent, affordable and sustainable basis and its treasury management practices demonstrate a low risk approach.
- 1.3 The Code requires the regular reporting of treasury management activities to:
- a) forecast the likely activity for the forthcoming year (in the Annual Treasury Strategy Report);
 - b) review actual activity for the preceding year (this report);

- c) a mid year review; and
- d) a change in the Strategy (if and when required).

1.4 This report sets out:

- a) a summary of the strategy agreed for 2016/17 and the economic factors affecting the strategy in the year;
- b) the Fire Authority's treasury activity during the year on borrowing and short term investments; and
- c) the Prudential Indicators which relate to the Treasury function and compliance with limits

2. **STRATEGY FOR 2016/17**

2.1 At its meeting on 11 February 2016, the Fire Authority agreed its treasury management strategy for 2016/17, taking into account the economic scene including forecast levels of interest rates. At the same time, the Treasury Management Policy Statement was agreed for 2016/17 as set out below.

2.2 East Sussex Fire Authority defines its treasury management activities as:

"The management of the organisation's cash flows, its banking, money market and capital market transactions, the effective management of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."

2.3 The Fire Authority regards the successful identification, monitoring and management of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation.

2.4 This Authority acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving best value in treasury management, and to employing suitable performance measurement techniques, within the context of effective risk management.

3. **BORROWING**

3.1 The Fire Authority at the beginning of 2016/17 did not expect to undertake any additional external borrowing in the next 12 months.

3.2 Opportunities to reschedule debt had been monitored but have not arisen as yet. The PWLB increased all of its lending rates in October 2010 by 1% on all rates. However, it did not increase the rate of interest used for repaying debt so that not only had the cost of our future borrowing increased but the opportunity to restructure our debt when market conditions allow has been significantly reduced.

4. **INVESTMENT**

- 4.1 When the strategy was agreed in February 2016, it emphasised the continued importance of taking account of the current and predicted future state of the financial sector. The Treasury Management advisors (Capita Asset Services) commented on short term interest rates, the UK economy, inflation, the outlook for long term interest rates and these factors were taken into account when setting the strategy.
- 4.2 Additionally, the Authority makes use of the creditworthiness service provided by Capita Asset Services. This service employs a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies - Fitch, Moodys and Standard and Poors. The credit ratings of counterparties are supplemented with the following overlays:
- credit watches and credit outlooks from credit rating agencies;
 - credit default swap (CDS) spreads to give early warning of likely changes in credit ratings; and
 - sovereign ratings to select counterparties from only the most creditworthy countries.
- 4.3 The strategy going forward was to continue with the policy of ensuring minimum risk but was also intended to deliver secure investment income of at least bank rate on the Fire Authority's cash balances.
- 4.4 As was clear from the events globally and nationally since 2008, it is impossible in practical terms to eliminate all credit risk. The Fire Authority seeks to be as prudent as possible.
- 4.5 The strategy aimed to ensure that in the economic climate that a prudent approach was maintained. This would be achieved through investing with selected banks and funds which met the Authority's rating criteria. The emphasis would continue on security (protection of the capital sum invested) and liquidity (keeping money readily available for expenditure when needed) rather than yield. The strategy continued with this prudent approach.
- 4.6 It was also recognised that movements within the money markets happen with no notice and the Treasurer may have to amend this strategy in order to safeguard Fire Authority funds. As in the past any such actions would be reported to the next Fire Authority meeting.
- 4.7 It was not expected that any new external borrowing would be undertaken in 2016/17.
- 4.8 Opportunities for cost effective repayment of existing debt and restructuring opportunities would be constantly monitored and would have been taken if and when they emerged.
- 4.9 The Fire Authority balances were to be invested in line with the following specific methodology:-

4.10 The modelling approach combines credit ratings, credit watches and credit outlooks in a weighted scoring system which is then combined with an overlay of CDS spreads for which the end product is a series of colour coded bands which indicate the relative credit worthiness of counterparties. These colour codes are used by the Authority to determine the duration for investments. The strategy provides scope to invest in AAA rated foreign banks. However the Authority proposes to only use counterparties noted in the table below and within the following durational bands that are domiciled in the UK.

- Yellow 2 years
- Purple 2 years
- Blue 1 year (only applies to nationalised or semi nationalised UK Banks)
- Orange 1 year
- Red 6 months
- Green 3 months
- No Colour, not to be used

Y	P	B	O	R	G	N/C
Up to 2yrs	Up to 2yrs	Up to 1yr	Up to 1yrs	Up to 6 mths	Up to 100days	No Colour

4.11 The Capita Asset Services credit worthiness service uses a wider array of information than just primary ratings and by using a risk weighted scoring system, does not give undue influence to just one agency's ratings.

4.12 Typically the minimum credit ratings criteria the Authority use, will be a short term rating (Fitch or equivalents) of short term rating F1, long term rating A-, viability rating of A-, and a support rating of 1. There may be occasions when the counterparty ratings from one rating agency are marginally lower than these ratings but may still be used. In these instances consideration will be given to the whole range of ratings available, or other topical market information, to support their use.

4.13 All credit ratings will be monitored daily. The Authority is alerted to changes to ratings of all three agencies through its use of the Capita Asset Services credit worthiness service.

- if a downgrade results in the counterparty or investment scheme no longer meeting the Authority's minimum criteria, its further use as a new investment will be withdrawn immediately.
- in addition to the use of credit ratings the Authority will be advised of information in movements in Credit Default Swap against the iTraxx benchmark and other market data on a weekly basis. Extreme market movements may result in downgrade of an institution or removal from the Authority's lending list.

4.14 The Capita Asset Services methodology was revised in October 2013 and determines the maximum investment duration under the credit rating criteria. Key features of Capita Asset Services credit rating policy are:

- a mathematical based scoring system is used taking ratings from all three credit rating agencies.
- negative and positive watches and outlooks used by the credit rating agencies form part of the input to determine a counterparty's time band (i.e. 3, 6, 9, 12 months etc.).
- CDS spreads are used in Capita Asset Services creditworthiness service as it is accepted that credit rating agencies lag market events and thus do not provide investors with the most instantaneous and "up to date" picture of the credit quality of a particular institution. CDS spreads provide perceived market sentiment regarding the credit quality of an institution.
- After a score is generated from the inputs a maximum time limit (duration) is assigned and this is known as the Capita Asset Services colour which is associated with a maximum suggested time boundary.

5. **COUNTERPARTY LIST:**

Counterparty	Country/ Domicile	Instrument	Maximum investments	Max. maturity period
Counterparties in UK				
Debt Management and Deposit Facilities (DMADF)	UK	Term Deposits	unlimited	1 yr
Government Treasury bills	UK	Term Deposits	unlimited	1 yr
Local Authorities	UK	Term Deposits	unlimited	1 yr
RBS/NatWest Group <ul style="list-style-type: none"> • Royal Bank of Scotland • NatWest 	UK	Term Deposits (including callable deposits), Certificate of Deposits	£4m	1 yr
Lloyds Banking Group <ul style="list-style-type: none"> • Lloyds Bank • Bank of Scotland 	UK		£4m	1 yr
Barclays	UK		£4m	1 yr
Santander UK	UK		£4m	1 yr
HSBC	UK		£4m	1 yr
Individual Money Market Funds	UK/Ireland/ domiciled	AAA rated Money Market Funds	£4m	Instant access

- 5.1 All Money Market Funds used will be monitored and chosen by the size of the fund, rating agency recommendation, exposure to other Countries (Sovereign debt), weighted average maturity and weighted average life of fund investment and counterparty quality.

- 5.2 All of the investments held with the above counterparties will be classified as Specified Investments. These investments are sterling investments of not more than one-year maturity with institutions we deem to be high credit quality or with the UK Government (Debt Management Account Deposit Facility). These are considered low risk assets where the possibility of loss of principal or investment income is small. The Fire Authority does not have any Non Specified Investments which are ones of more than one-year maturity or with institutions which have a lesser credit quality.

6. **THE ECONOMY IN 2016/17 – COMMENTARY FROM CAPITA ASSET SERVICES (TREASURY MANAGEMENT ADVISORS) IN APRIL 2017.**

- 6.1 The two major landmark events that had a significant influence on financial markets in the 2016-17 financial year were the UK EU referendum on 23 June and the election of President Trump in the USA on 9 November. The first event had an immediate impact in terms of market expectations of when the first increase in Bank Rate would happen, pushing it back from quarter 3 2018 to quarter 4 2019. At its 4 August meeting, the Monetary Policy Committee (MPC) cut Bank Rate from 0.5% to 0.25% and the Bank of England's Inflation Report produced forecasts warning of a major shock to economic activity in the UK, which would cause economic growth to fall almost to zero in the second half of 2016. The MPC also warned that it would be considering cutting Bank Rate again towards the end of 2016 in order to support growth. In addition, it restarted quantitative easing with purchases of £60bn of gilts and £10bn of corporate bonds, and also introduced the Term Funding Scheme whereby potentially £100bn of cheap financing was made available to banks.
- 6.2 In the second half of 2016, the UK economy confounded the Bank's pessimistic forecasts of August. After a disappointing quarter 1 of only +0.2% GDP growth, the three subsequent quarters of 2016 came in at +0.6%, +0.5% and +0.7% to produce an annual growth for 2016 overall, compared to 2015, of no less than 1.8%, which was very nearly the fastest rate of growth of any of the G7 countries. Needless to say, this meant that the MPC did not cut Bank Rate again after August but, since then, inflation has risen rapidly due to the effects of the sharp devaluation of sterling after the referendum. By the end of March 2017, sterling was 17% down against the dollar but had not fallen as far against the euro. In February 2017, the latest CPI inflation figure had risen to 2.3%, above the MPC's inflation target of 2%.
- 6.3 However, the MPC's view was that it would look through near term supply side driven inflation, (i.e. not raise Bank Rate), caused by sterling's devaluation, despite forecasting that inflation would reach nearly 3% during 2017 and 2018. This outlook, however, is dependent on domestically generated inflation, (i.e. wage inflation), continuing to remain subdued despite the fact that unemployment is at historically very low levels and is on a downward trend. Market expectations for the first increase in Bank Rate moved forward to quarter 3 2018 by the end of March 2017 in response to increasing concerns around inflation.

7. **INTEREST ON SHORT TERM BALANCES**

- 7.1 The total amount received in short term interest for the 2016/17 was £117,105 at an average rate of 0.52%.
- 7.2 Full detail of the interest received has been set out in paragraph 3.6.

8. **LONG TERM BORROWING**

- 8.1 No borrowing was undertaken in 2016/17. The total outstanding loan debt at 31 March 2017 was £10,973,000 and no maturities were due in 2016/17. The average interest rate on external debt for the year was 4.61%.
- 8.2 In 2016/17, although the interest rates were monitored proactively to look for savings from early repayment of some loans and their replacement by new borrowing at a lower interest rate, no opportunities arose. Monitoring of opportunities for the rescheduling of loans will continue in the remainder of this and future years and the debt will be restructured when and if market conditions are favourable. The Treasury decision to increase the PWLB lending rates without increasing the discount rate used for repaying debt has significantly reduced the opportunity to restructure debt.

9. **SHORT TERM BORROWING**

- 9.1 No borrowing was undertaken on a short-term basis during 2016/17 to date to cover temporary overdraft situations.

10. **PRUDENTIAL INDICATORS AND LIMITS RELATING TO TREASURY MANAGEMENT ACTIVITIES**

The limits set for 2016/17

- 10.1 The Strategy Report for 2016/17 set self-imposed prudential indicators and limits. There are on an annual basis and monitored. They comprise:
- Authorised limit for borrowing (see 3.2 below)
 - Interest rate exposure (see 3.3 below)
 - Maturity structure of debt (see 3.4 below)
 - Compliance with the treasury management code of practice (see 3.5 below)
 - Interest on our investments (see 3.6 below)
 - Maturity structure of investments (see 3.7 below)
 - Capital Financing Requirement and Minimum Revenue Provision Statement (see 3.8 below)

None of the limits were exceeded in 2016/17.

11. **AUTHORISED LIMIT FOR BORROWING**

- 11.1 The table below sets out the actual 2015/16, original estimate and actual in 2016/17 for borrowing.

	2015/16 Actual £000	2016/17 Original Estimate £000	2016/17 Actual £000
Opening CFR	11,123	10,973	10,973
Capital Investment	3,241	2,645	1,950
Sources of Finance	(2,946)	(2,206)	(1,511)
MRP	(445)	(439)	(439)
Movement in year	(150)	-	-
Closing CFR	10,973	10,973	10,973
less Finance Lease Liability	-	-	-
Underlying Borrowing Requirement	10,973	10,973	10,973
Actual Long Term Borrowing	10,973	10,973	10,973
Over / (Under) Borrowing	-	-	-
Operational Boundary	11,441	11,441	11,441
Authorised Limit	13,830	13,830	13,830

11.2 The outturn for 2016/17 shows no under or over borrowing.

The borrowing limits set in each year include capacity to borrow in advance of need.

11.3 The Operational boundary for borrowing was based on the same estimates as the Authorised limit. It reflected directly the authorised borrowing limit estimate without the additional amount for short term borrowing included to allow, for example, for unusual cash movements. The Operational boundary represents a key management tool for in year monitoring and long term borrowing control.

11.4 The Authorised limit was consistent with the Fire Authority's current commitments, existing plans and the proposals for capital expenditure and financing, and with its approved treasury management policy statement and practices. It was based on the estimate of most likely, prudent but not worst case scenario, with in addition sufficient headroom (short term borrowing) over and above this to allow for day to day operational management, for example unusual cash movements or late receipt of income. Risk analysis and risk management strategies were taken into account as were plans for capital expenditure, estimates of the capital financing requirement and estimates of cash flow requirements for all purposes.

11.5 The Authorised limit is the "Affordable Borrowing Limit" required by S3 of the Local Government Act 2003 and must not be breached. The estimated long term borrowing at 31 March 2017 of £10,973,000 is under the Authorised limit set for 2016/17 of £13,830,000.

12. **INTEREST RATE EXPOSURE**

- 12.1 The Fire Authority's Prudential Indicator continued the practice of seeking competitive fixed interest rate exposure for borrowing and lending.

	2016/17	2017/18	2018/19
Interest rate exposures	Upper	Upper	Upper
Limits on fixed interest rates based on net debt*	100%	100%	100%
Limits on variable interest rates based on net debt*	0%	0%	0%

*Net debt is borrowings less investments

13. **MATURITY STRUCTURE OF DEBT**

- 13.1 The Fire Authority set upper and lower limits for the maturity structure of its borrowings as follows.

	Lower Limit	Upper Limit	At 31 March 2017
Under 12 months	0%	25%	2%
12 months and within 24 months	0%	40%	0%
24 months and within 5 years	0%	60%	4%
5 years and within 10 years	0%	80%	22%
10 years and within 20 years	0%	80%	37%
20 years and within 30 years	0%	80%	3%
30 years and within 40 years	0%	80%	32%
Over 40 years	0%	80%	0%

- 13.2 Any new borrowing undertaken would give due consideration to the debt maturity profile, ensuring that an acceptable amount of debt is due to mature in any one financial year. This helps to minimise the authority's exposure to the risk of having to replace a large amount of debt in any future years when interest rates may be unfavourable.
- 13.3 No new borrowing was undertaken in 2016/17. The following graph shows the majority of debt matures in the next 10 to 20 years with some longer dated maturities out to 2053/54. The next loan to be repaid will be on the 31 December 2017 (£200,000).

14. **COMPLIANCE WITH THE TREASURY MANAGEMENT CODE OF PRACTICE**

- 14.1 East Sussex Fire Authority has adopted the CIPFA Code of Practice for Treasury Management in the Public Services.

15. **INTEREST ON INVESTMENTS**

- 15.1 Base interest rate were cut on the 4th August 2017 to 0.25%.

- 15.2 There have been continued uncertainties in the markets during the year to date as set out in the previous paragraphs of this report.
- 15.3 The strategy for 2016/17 continued the prudent approach and ensured that all investments were only to the highest quality rated banks and only up to a period of one year.
- 15.4 The table below sets out the average monthly rate received on our investments and compares it to the Bank of England Base rate to reflect the interest rates available in the market.

Month	Amount £	Monthly rate	Margin against Base rate %	Average balance in month £m
April	11,627	0.66%	+0.16%	21.6
May	11,501	0.65%	+0.15%	20.7
June	10,775	0.66%	+0.16%	19.9
July	11,436	0.66%	+0.16%	20.4
August	11,570	0.53%	+0.28%	25.8
September	9,417	0.46%	+0.21%	25.0
October	9,287	0.46%	+0.21%	23.8
November	8,620	0.45%	+0.20%	23.4
December	8,606	0.44%	+0.19%	23.0
January	8,494	0.43%	+0.18%	23.1
February	7,523	0.43%	+0.18%	22.6
March	8,250	0.43%	+0.18%	22.7
Total in 2016/17	117,106	0.52%	+0.19%	22.7

- 15.5 The total amount received in short term interest for the year was £117,106 at an average rate of 0.52%. This was above the average base rates in the same period (0.34%) and reflects the Fire Authority's risk appetite ensuring, so far as possible in the financial climate, the security of principal and the minimisation of risk.
- 15.6 Instant access (call) bank account deposit rates remained low during the whole year, due to banking regulations on short dated investments held on bank balance sheets. Instant access cash money market funds returned around the level of the respective base rate. The Fire Authority had a £2m deposit invested throughout the year with Lloyds/HBOS earning 0.65%. During 2016/17 notice accounts earned additional yield with Barclays, Santander and Lloyds/HBOS. The notice period for return on deposits with these banks ranged from 95 to 175 days.

16. **MATURITY STRUCTURE OF INVESTMENTS**

- 16.1 The authority has continued the current policy and not invested any sums for more than 364 days and the investments were of high credit quality. Therefore, all of the investments were classified as Specified Investments.

17. **CAPITAL FINANCING REQUIREMENT AND MINIMUM REVENUE PROVISION STATEMENT**

The Fire Authority's Borrowing Need (the Capital Financing Requirement)

- 17.1 The prudential indicator is the Authority's Capital Financing Requirement (CFR). The CFR is simply the total outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the underlying borrowing need.
- 17.2 The Fire Authority approved the CFR projections for 2016/17 in its Strategy approved in February 2016. These are in the original estimate below.

	2015/16 Actual	2016/17 Original Estimate	2016/17 Actual
	£000	£000	£000
Opening CFR	11,123	10,973	10,973
Closing CFR	10,973	10,973	10,973
Movement in CFR	(150)	-	-
Movement in CFR represented by:			
Net financing	445	439	439
MRP	(445)	(439)	(439)
Movement in year	-	-	-

- 17.3 The Fire Authority is required to pay off an element of the accumulated General Fund capital spend each year through a revenue charge called the Minimum Revenue Provision (MRP), although it is also allowed to undertake additional voluntary payments.
- 17.4 The Fire Authority has implemented MRP guidance and has assessed the MRP for 2016/17 in accordance with the main Department for Communities and Local Government (CLG) Regulations contained within the guidance issued by the Secretary of State under section 21 (1A) of the Act. A variety of options were provided to authorities, so long as there was a prudent provision. For the historic debt liability (capital expenditure incurred before 1 April 2008) the MRP policy will be:
- based on the CFR, 4% per annum to pay for borrowing on past capital expenditure.
- 17.5 From 1 April 2008 for all unsupported borrowing the MRP policy will be:

Asset Life Method – MRP will be based on the estimated life of the assets, in accordance with the regulations (this option will be applied for any expenditure capitalised under a Capitalisation Direction).

18. **TREASURY MANAGEMENT ADVISORS**

- 18.1 The Strategy for 2016/17 explained that the Fire Authority uses Capita Asset Services as its treasury management consultant through the contract that exists with East Sussex County Council. A range of services have been provided including:
- a) technical support on treasury matters, capital finance issues and advice on reporting;
 - b) economic and interest rate analysis;
 - c) debt services which includes advice on the timing of borrowing;
 - d) debt rescheduling advice surrounding the existing portfolio;
 - e) generic investment advice on interest rates, timing and investment instruments;
 - f) credit ratings from the three main credit rating agencies and other market information;
 - g) assistance with training on treasury matters.
- 18.2 Whilst the advisers provide support to the internal treasury function, under current market rules and the CIPFA Code of Practice the final decision on treasury matters remained with the Authority. This service remains subject to regular review.
- 18.3 Capita is the largest provider of Treasury Management advice services to local authorities in the UK and they claim to be the market-leading treasury management service to their clients and better those offered by competitors. The advice will continue to be monitored regularly to ensure an excellent level of service provided to our authority.

19. **CONCLUSION**

- 19.1 The prime objective of Treasury Management is the effective management of risk and that its activities are undertaken in a prudent affordable and sustainable basis. This report confirms the Authority has continued to follow an extremely prudent approach with the main criteria of security and liquidity before yield. The current emphasis must be to continue to be able to react quickly if market conditions worsen.

EAST SUSSEX FIRE AUTHORITY

Date: 15 June 2017

Title of Report: East Sussex Fire & Rescue Service IT Strategy

By: Assistant Director - Resources / Treasurer

Lead Officer: Dan Drummond, Interim IT Manager

Background Papers: Urgency Panel 7 July 2016 – Item 6 IMD Transformation Policy & Resources Panel 27 April 2017 – Item 51 IT Strategy

Appendices: A - IT Strategy
B – Programme / Project Breakdown
C – Equality Impact Assessment

Implications:

CORPORATE RISK	✓	LEGAL	
ENVIRONMENTAL		POLICY	
FINANCIAL	✓	POLITICAL	✓
HEALTH & SAFETY		OTHER (please specify)	
HUMAN RESOURCES		CORE BRIEF	

PURPOSE OF REPORT: This report seeks approval from the Fire Authority for the IT Strategy for East Sussex Fire & Rescue Service. It builds upon work previously carried out by Spirit Acuity and has been approved by Corporate Management Team (CMT) and Policy & Resources Panel.

EXECUTIVE SUMMARY: This IT strategy aims to provide a long term view of how the underlying IT of East Sussex Fire & Rescue Service (ESFRS) can be adapted and flexed to satisfy the business needs as communicated via the IRMP and through discussions with senior management.

In formulating the IT Strategy, the emphasis has been on establishing a direction of travel across key technology areas, mapped to a solid framework of activity that will over time incrementally unlock desired business outcomes.

Funding in support of the ambition will undoubtedly always pose a challenge, though the strategy has aimed to put in realistic funding requirements whilst not overly hedging ambition. Existing sources of funding at £7m will not be sufficient to fully support the forecast cost of £8.8m and the Authority will need identify the balance of funding required through the budget setting process for 2018/19.

The IT Strategy does not stand on its own, but will need to be woven into business planning and programme planning cycles – business cases, prioritisation and the organisations ability to consume change will all influence the pace at which the supporting IT change can occur.

The recent activity of moving to telent as an IT delivery partner combined with a robust and agreed IT Strategy, will help to ensure that IT becomes a key enabler to support change at the business pace required and as funding availability dictates.

Monitoring of delivery of the Strategy will be through IT and Programme Management Office governance structures and regular reporting to CMT and Scrutiny & Audit Panel.

Following the introduction of the Equality Act 2010 the Authority must, in the exercise of its functions, have due regard to its duties under the Act and in relation to certain protected characteristics. This means that Members must understand the consequences of the decisions they take for those with the relevant protected characteristics and consider these proportionately alongside other relevant factors. An Equality Impact Assessment (EIA) has been prepared as part of the development of the IT Strategy and is attached as Appendix C. A key equality benefit of this Strategy will be increased flexibility to staff we understand this to have a positive impact on a number of protected Characteristics. EIAs will be carried out for individual projects within the Strategy in line with the Authority's policy.

RECOMMENDATION:

That the Authority:

- a) approves the IT Strategy 2017-22 including the use of existing funding of £7m for its delivery;
 - b) notes that further funding will need to be identified through the budget setting process and review of the Capital Asset Strategy for 2018/19;
 - c) notes that regular reports on the delivery of the IT Strategy will be presented to Scrutiny & Audit Panel
-

EAST SUSSEX FIRE AUTHORITY

Date: 15 June 2017

Title of Report: Inclusion, Equality and Diversity Strategy 2017-2021

By: Mark Andrews, Interim Deputy Chief Fire Officer

Lead Officer: Vicky Chart, Assistant Director - Human Resources & Organisational Development
Nicky Thurston, Inclusion & Diversity Advisor

Background Papers: Equality Act 2010
Policy & Resources – 26 May 2011 – 733. b)
Fire Authority – 10 September 2015 - 874
Local Government Association ‘*An inclusive service: the twenty-first century fire and rescue service*’
Adrian Thomas ‘*Independent Review of Conditions and Service for Fire and Rescue Staff in England*’
Local Government Association MoU on equality, diversity, behaviours and organisational culture in the fire and rescue service.
Inclusive Fire Service Group

Appendices:

1. Inclusion, Equality and Diversity Strategy 2017-2021
2. ESFRS - Who did we talk to?
3. Inclusion, Equality and Diversity Strategy Summary
4. ESFRS Equality Objectives 2017-2021
5. Equality Impact Assessment

Implications:		
CORPORATE RISK		LEGAL ✓
ENVIRONMENTAL		POLICY ✓
FINANCIAL		POLITICAL
HEALTH & SAFETY		OTHER (please specify)
HUMAN RESOURCES	✓	CORE BRIEF

PURPOSE OF REPORT: The Fire Authority has in place an existing Inclusion and Diversity Strategy that forms part of the suite of strategies that sit within the Fire Authority Constitution. It was due for review in March 2017. This has now been reviewed and refreshed with an updated strategic direction drawing out the main drivers for change over the next 4 year period and beyond.

RECOMMENDATION: To support the revised Inclusion, Equality and Diversity Strategy for 2017 - 2021 (attached as Appendix 1) and recommend for adoption.

1. **INTRODUCTION**

- 1.1 The current Inclusion, Equality and Diversity Strategy was due to be reviewed in March 2017. The revised strategy attached was approved by Corporate Management Team (CMT) in November 2016 and as part of this approval there was a commitment to consider and incorporate the views of a wide range of stakeholders and experts before presenting the final Strategy to the Fire Authority (see Appendix 2).
- 1.2 The Sir Ken Knight '*Facing the Future*', Local Government Association '*An inclusive service*' and Adrian Thomas '*Independent Review of Conditions and Service for Fire and Rescue Staff in England*' reports and others going back to Sir Ronald Holroyd's report on the Fire Service in the 1970's have highlighted the need for strategies to support changes in services to better serve our communities.
- 1.3 Our Inclusion, Equality and Diversity Strategy supports our purpose that "We make our communities safer" by ensuring we develop a multi-skilled, safe and valued workforce, are able to educate our communities and are delivering high performing services and aims to create the following:
 - A diverse workforce which is more representative of the communities we serve.
 - A culturally competent organisation truly valuing and embracing differences of all kinds, enabling us to create sustainable relationships and develop stronger diverse community engagement that drives down risk in our communities.
 - An inclusive workforce where people can be comfortable and confident in who they are, unlocking potential and performing at their best.
 - We will have robust monitoring and reporting that allows us to accurately measure progress and success.
- 1.4 As part of the commitment within the strategy, a new HR Strategic Group will be established to consider equality, diversity and behavioural issues within the Service as well as monitoring the progress of the actions within the strategy itself.
- 1.5 Positive leadership is essential at all levels to drive change, maintain commitment and create improvement. The Fire Authority has a Lead member for Inclusion and Diversity who will support the HR Strategic Group to achieve the outcomes set out by the Strategy.
- 1.6 In accordance with Section 149 of the Equality Act 2010, East Sussex Fire and Rescue Service must show "due regard" to fostering good relations, advancing equality of opportunity and eliminate discrimination, between those who have and do not have a protected characteristic. This "due regard" must be evidenced. It is the intention that in line with a revised and refreshed People Strategy, a HR Strategic Group be developed and will provide this evidence. An annual report in this regard will be provided to the Fire Authority.
- 1.7 The Inclusion, Equality and Diversity Strategy has been aligned to the current Integrated Risk Management Plan (IRMP) to ensure it underpins our organisational commitments ensuring a clear link to our purpose.

- 1.8 The Inclusion, Equality and Diversity Strategy will enable us to develop a clear action plan to enable the delivery of our strategic aims. This will be supported by an extensive communications campaign including a new web page to hold relevant support materials and information for staff and managers to help deliver the strategy to all parts of the organisation.

2. **CONTEXT**

- 2.1 A summary document of the Inclusion, Equality and Diversity strategy is presented at Appendix 2 which shows how the strategy will work in practice.
- 2.2 We have called the strategy *Looking “Inside and Out” we make our communities safer* which reflects the changes in culture and perception that are necessary to achieve a more representative service. *Looking inside* is about recognising the internal behaviours, values and systems we need to create for an inclusive culture that values individuals for what they bring to the Service; along with fairness and equality in our systems and policies. *Looking out* means focusing on the perception the community has on our service. It means working with them to recognise what value we bring through prevention of fires, drowning, road accidents and improving lives through better health. This will assist us in attracting the right workforce to deliver what we actually do.
- 2.3 The strategy reflects and supports the Local Government Association Memorandum of Understanding (MoU) on equality, diversity, behaviours and organisational culture in the fire and rescue service; the strategy also supports the Inclusive Fire Service Group (IFSG) – improvement strategies report which have been published to identify improvement relating to four keys areas: promoting an inclusive culture (which includes tackling bullying and harassment; recruitment; progression and retention.
- 2.4 The Equality Act 2010 has two main purposes – to harmonise discrimination law, and to strengthen the law to support progress on equality. The Act also strengthened the law by placing a new duty on certain public bodies to consider socio-economic disadvantage when making strategic decisions about how to exercise their functions.
- 2.5 Section 149 of the Act, known as the Public Sector Equality Duty, came in to force in April 2011 and requires public bodies to give due regard when carrying out their functions to the need to:
- Eliminate discrimination.
 - Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not.
 - Foster good relations between people who share a relevant protected characteristic and people who do not.
- 2.6 The practical effect is that public bodies like East Sussex Fire and Rescue Service must consider how their policies, programmes and service delivery will affect people with the protected characteristic. Protected characteristics under the Act are:

- Age
- Gender reassignment
- Pregnancy and maternity
- Race
- Marriage and civil partnership
- Religion and belief
- Sex
- Sexual orientation
- Disability

2.7 To ensure transparency and to assist in the performance of this duty, Section 153 of the Equality Act gave Ministers powers to impose specific duties on certain public bodies like East Sussex Fire and Rescue Service to enable them to perform the Equality Duty more effectively. Public bodies must:

- At least annually, publish information to demonstrate their compliance with the Equality Duty.
- Every four years, set equality objectives.

2.8 An equality objective is a commitment that the organisation will, in our case for the period of our strategy, develop to improve their performance and accountability in relation to Equality. Our Equality Objectives, linked to our strategy are outlined in Appendix 4.

3. **CONCLUSION**

3.1 The draft strategy sets out to create an environment in which every member of staff is able to give of their best and to deliver a diverse workforce at all levels, and in all occupational groups, through recruitment, development and progression and to work with all our staff to create safer and more effective teams.

3.2 The strategy has been through significant consultation with key internal and external stakeholders in order to attract the widest range of views and opinions.

3.3 The strategy reflects the LGA report An inclusive service, The twenty-first century fire and rescue service and has been aligned to the LGA equality and diversity memorandum of understanding for the Fire Service.



Looking “Inside and Out”- We make
our communities safer

East Sussex Fire and Rescue Service
Inclusion, Equality and Diversity
Strategy

2017-2021



Foreword

East Sussex Fire and Rescue Service (ESFRS) is committed to making our communities safer. We will achieve this by proactively approaching everything we do with fairness and impartiality, engaging and supporting all aspects of diversity in our communities.

ESFRS will continue to improve on past achievements. We will ensure our purpose and commitments are underpinned by values, policy and processes that are inclusive and reflect our current work.

We recognise that the diversity of our staff, volunteers and partners benefits the way we plan and deliver our services to the community. We will strive to be an employer of choice and we will continue to develop the diversity of our workforce at all levels of the organisation, to reflect the diversity of the community we work within.

East Sussex Fire Authority and East Sussex Fire and Rescue Service are proud to comprise of leaders with a reputation for championing equality issues. We are committed to ensuring an equitable approach to “everything we do” and will demonstrate this by delivering high performing services that not only consider the needs of those at greatest risk but also ensure their needs are fully considered in how we shape our services.

Dawn Whittaker

Interim Chief Fire Officer



Safer Communities “Inside and Out”

We know that understanding inclusion, equality and diversity are an integral part of keeping our communities safer stronger and healthier. One of the main tools for considering the risk to our communities from fire and for securing our populations general health and wellbeing is our Integrated Risk Management Plan (IRMP).

There are two key commitments this strategy will support in delivering the IRMP:-

- Delivering high performing services
- Developing a multi-skilled, safe and valued workforce

Making sure we are inclusive

At ESFRS we actively support equality and diversity as everyone’s responsibility and we do this not only in terms of thinking, language, behaviour and values but also through ensuring that our policies and processes are fair, impartial and compliant with legislation .

The decisions we make about our business must consider the needs of everyone. We strive to achieve equality of access, equality of impact and equality of outcome for the services we provide. Our staff use People Impact Assessments which are also known as Equality Impact Assessment (EIA’s) these ensure that the decisions consider the needs of all people. This risk based approach ensures that our projects and plans meet the needs of all the impacts on people.

We have a Fire Authority member with portfolio for Inclusion and our Equality Advisor meets regularly with them. Our Corporate Management Team supports the future direction of the Service and that the strategy is embedded within the organisation. We need to ensure that responsibility for our equality decisions and policies supporting this strategy in practice is taken by all levels within the organisation.

The monitoring of equality, diversity and inclusion activity is supported through a number of formalised mechanisms that ensure both compliance and supports the strategy. A HR Strategic Group will be created and this will inform policy and practice, share good practice and facilitate continuous improvement. Other mechanisms include; quarterly updates from the Equalities Advisor and an annual publication of workforce data will be available on our website.

Compliance

ESFRS must comply with The Public Sector Equality Duty (PSED). This duty requires public bodies to give due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation

- Advance equality of opportunity between different groups
- Foster good relations between different groups

The Public Sector Equality Duty aims involve:

- Removing or minimising disadvantages suffered by people due to protected characteristics
- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people
- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low

This strategy supports our compliance with our legal responsibilities. We will ensure the Service is meeting these requirement, and ensure our information about equalities is transparent and publicly available on our service website.

Monitoring and review

The Inclusion, Equality and Diversity Strategy will be reviewed annually. The Corporate Management Team and Fire Authority member with portfolio for Inclusion will be briefed on how the Service is meeting the commitments outlined in this strategy. Indications that the Service is not meeting expectations will be addressed and action taken to fulfil obligations.

Structure of this Strategy



It is our aim to seamlessly weave inclusion, equality and diversity into everything we do.

The recognised framework enabling us to take this approach is the Fire and Rescue Service Equality Framework. The Fire and Rescue Service Equality Framework is based on the Local Government Association's Framework and is designed to help *Fire and Rescue services* integrate their commitments to promote *equality* and diversity into their day-to-day work.

We have therefore developed our strategy with this framework in mind. The framework has five performance areas;

- Knowing your communities
- Leadership, partnership and service commitment
- Community engagement and satisfaction
- Responsive services
- A skilled and committed workforce

Our Equality, Diversity and Inclusion themes

1. [Knowing our communities](#)

The public will generally need the service when an emergency arises. To understand the causes of potential fire and rescue situations so that prevention messages and initiatives are made relevant to the needs of the community, we need to acquire and use information as effectively as possible. We understand that every contact with our communities count and are essential to our success.

We get much of our information through our work in partnership with other public sector organisations locally and nationally. We know we can improve our response to our community's needs if we are able to effectively hear what they need - Inclusion is about hearing everyone's voice.

We use equality information to inform our decision making in respect of community engagement and internal organisational policy. Our staff Equality Networks volunteer their time and energy to provide advisory support to the organisation alongside professional and personal support to colleagues. Their contribution to our work is of enormous value and we will continue to consult with our staff through the Equality Network and Trade Union representatives.

We will:

1. Encourage staff to participate in Equality Monitoring by demonstrating how data can inform policies and procedures to support the needs of all staff.
2. Ensure information that is disclosed through Equality Monitoring is kept confidentially and is compliant with data protection.
3. Increase staff equality monitoring disclosure by reassuring confidentiality and anonymity whilst effectively using of data to improve organisational practice.
4. Provide regular information to support the scrutiny of our performance across the business. Promoting a culture of transparency through openness.
5. Allow time to be given to the chairs of the Staff Equality networks to be used to support effective consultation and understanding of staff needs and impacts.
6. Provide regular forums for People Advocates*, Equality Networks, Representative Bodies and External Reference Groups to speak directly to our Corporate Management Team.
7. Support diverse thinking through cross organisational working; fire stations to be used by all staff groups, and as co-location opportunities with other public services.
8. Use data about the communities of Brighton and Hove and East Sussex from other sources to improve our understanding of the needs and assets in diverse communities.

*People Advocates are employees who volunteer to champion an area of Inclusion and Diversity

2. Leadership, Partnership and Service Commitment

Positive political and managerial leadership at all levels is essential to drive change, maintain commitment and create improvement. At a senior level this will be demonstrated by their commitment through personal impact and by making resources available to deliver improvements.

We see leadership as a skill to be developed across our organisation at all levels as demonstrating and promoting fairness and inclusion is the role of all our employees.

We will:

1. Take every opportunity available for our Fire Authority, Principal Officers and Corporate Management Team, to endorse activity that is inclusive and which promotes the Service as an equal opportunities employer.
2. Record and publish equality data in accordance with the Public Sector Equality Duty so that we can actively use this data to inform our decision making processes.
3. Ensure our senior managers and political leaders visit the workforce and engage with staff about the culture and environment they create and work in.
4. Provide inclusive leadership training to our senior managers.
5. Look to further develop our framework of external reference groups; to help support us with our understanding of under-represented groups and optimise partnership opportunities.
6. Foster professionalism and accountability, support and encourage inclusive behaviour, recognise and share good practice and support managers to manage their teams.
7. Recognise our political leaders have a good understanding of the needs of our community and use this knowledge to ensure equality remains central to the organisational strategic aims and performance.

3. Community Engagement and Satisfaction

We believe that practising inclusion and equality in all that we do and having a workforce that is reflective of the community it serves will help build trust, (as does having a high regard for our stakeholders and transparency in our decision making).

To deliver a diverse workforce and engage with our communities, we must have an inclusive culture - at stations, in offices and in the community. Our culture must celebrate and support diversity, promote trusting and accountable relationships, and celebrate progression.

We know teams and relationships are stronger, safer and more effective when everyone has the opportunity to contribute. We are committed to building partnerships between representative bodies and other public sector services to provide effective support in achieving continuing improvement in performance.

We will:

1. Further develop partnership working with local and national organisations corporately endorsed inclusion activities with partner organisations, such as Two Ticks, White Ribbon, Stonewall and Mind (Blue Light Initiative).

2. Listen to the community and understanding the many and diverse needs will enable the shaping of an appropriate service.
3. Foster good relations across the workforce and within the communities of East Sussex and Brighton and Hove, in particular, developing our relationships with representatives of minority groups.
4. Develop an inclusive approach to policy making through facilitating engagement with community groups, public sector organisations and stakeholders to ensure meaningful consultation on significant proposals for change.
5. Further develop the mechanisms by which we capitalise on the collaborative work currently undertaken by our City Engagement and Partnership Manager, Community and Business Safety Teams, other blue light agencies, partners, voluntary organisations and minority groups.
6. Create regular engagement forums with under-represented communities to seek their views on any proposals for change.
7. Explore opportunities to put fire stations at the heart of their community by encouraging an 'open' culture that builds on the public's trust of firefighters and develops fire stations resources for community groups.
8. Celebrate our equality, diversity and inclusion activity across our communities.

4. [Responsive Services](#)

The monitoring reviewing and evaluating of our equality, diversity and inclusion activity forms a key part of our ability to advance opportunity as it informs and influences how we behave and serve our community in the future.

We will ensure that equality and fairness are embedded in the delivery of our services to local communities. We will also ensure our services are accessible to all and that they meet the needs of the people we serve.

We will:

1. Ensure that inclusion, equality and diversity are appropriately considered as essential social values across the organisation in areas such as procurement, HR and Communications where there is known impact on equality outcomes.
2. Embed Equality Impact Assessments (also known as People Impact Assessment) in all of our activities, not only at the start but also during and the end, so that we fully consider the risk to, and needs of those less represented and support an inclusive culture that welcomes diversity.
3. Recognise our bias, by providing targeted training and development to all colleagues, with enhanced training for assessors and hiring managers.

4. Use our local knowledge about hazards, risks and needs in the community and learning from community engagement to inform the measures we put in place and actions we take to improve safety.
5. Develop a mechanism utilising equality data in relation to promoting and enhancing community satisfaction in conjunction with service provision.

5. Skilled and committed workforce

We know that diversity of thought and language can improve our efficiency and effectiveness. The cost and time it takes to recruit and train a new firefighter is considerable.

To deliver an inclusive and diverse workforce, we must have an inclusive culture - at stations, in offices and in the community. Ensuring that all our staff are properly inducted and developed must be a core requirement of our workforce plans.

We will:

1. Increase our workforce diversity, working towards reflecting the community we serve within East Sussex and Brighton and Hove, the development of local and representative recruitment-related targets for Borough Commanders, who will be accountable for engaging their local communities.
2. Use induction and training to ensure all our staff understand what behaviours are expected and what they should expect from others.
3. Establish induction and development pathways for staff which are flexible and support opportunities to work in different teams, projects and places, enabling a range of career progression options.
4. We will ensure that our workforce ambitions are supported by effective employment, retention and development processes, that are fair, open and transparent.
5. We will support and improve employees' understanding of equality and diversity and take robust action to eradicate inappropriate behaviour such as bullying or harassment.
6. We will address issues affecting culture, working practices, facilities, equipment and clothing so that employees can work in a safe and supportive environment.
7. Create strong, inclusive teams through the development of management skills and coaching and mentoring opportunities.
8. Develop our support mechanisms for staff returning after a period of absence to ensure retention.

9. Encourage more staff that are leaving us to use exit interviews, to understand reasons for leaving and identify areas for improvement or change.
10. Invest in apprentice schemes and market our recruitment campaigns in diverse communities proactively to encourage applications from under-represented groups.
11. Provide “taster session” and “have a go” opportunities and support networks for candidates or potential promotion applicants from under-represented groups.
12. Support all staff when taking formal or informal action against bullying and harassment internally and externally when “hate crime and incidents” are reported.
13. Establish a network of People Advocates from across the Service. Supported by the organisation, individuals will act as role models, celebrants and promoters of our activities and key enablers of inclusion, able to offer advice, guidance and support.
14. Develop powerful internal and external communications promoting diversity by showcasing personal stories, highlighting positive contributions by role models and celebrating the progression of staff.
15. Engage with staff to provide an inclusive workplace culture, encouraging early action against intolerance, bullying, victimisation and harassment enabling happy environments in which everyone can thrive and reach their full potential.

A Journey

Our approach to inclusion, equality and diversity work is not one of reaching a destination, but rather one of experiencing a journey, evolving within changing communities and risk. Achieving our purpose and commitments will be part of our continuous development, awareness and review of inclusion within our communities, both “inside and out” for a safer, more effective and efficient public emergency service.

This strategy is available in other formats and languages upon request



East Sussex Fire and Rescue Service
Inclusion Strategy 2017-2021
Who did we talk to?



We understood early on that one the key aims of our Inclusion, Diversity and Equality strategy would be to understand our workforce and our community better, so that we can be more effective and efficient with our resources and drive down risk in our communities, meeting our purpose of keeping our communities safer.

We anticipate that by doing this we will empower our staff encouraging openness and transparency and we will use information effectively ensuring that it influences our activities and supports us being connected with our communities.

Given this aim; it was natural for us in developing “Keeping our Communities Safer Inside and Out” our Inclusion Strategy would listen to, consider and incorporate views of a wide range of stakeholders and experts.

Where did we start?

Our first consideration was to ensure that all the Assistant Directors were given the opportunity to add to the Strategy so that the “golden thread” of inclusion related to the whole business rather than it being something that one part of the organisation owned. The Assistant directors fed back in on how the Inclusion Strategy could be improved and advised on how they would be able to implement it.

Early discussions were also held with Staff Network Leads and offered to Representative Bodies.

The Strategy was taken to the organisational Corporate Management Team (CMT) Meeting on the 10th November 2016.

Minutes from that meeting explain the aim of the strategy to be “refreshed both in style and content with a view to being not only being published externally, but with a new focus on the promotion to our internal staff”.

The AD HR&OD provided CMT with some of the comments received following early discussions, CMT provided their initial feedback on the strategy, it was suggested the Inclusion & Diversity work already being carried out within the organisation continued and was supplemented to ensure an outward looking strategy, as well as an inward looking one.

It was also recommended:

- 1) Reference be made to external influences and partners including the recent Adrian Thomas Review, professional standards and Fire Reform.
- 2) There was increased cross mapping between the Strategy and the Equality Impact Assessment
- 3) Clarification of language and content of some of the wording to provide a clearer message.

These recommendations were taken onboard and implemented.

Next Steps

Following the meeting the I&D Advisor enhanced external consultation and encouraged the public to comment and contribute on the Strategy.

The strategy was given a headline position on our Website and linked to Survey Monkey to record the feedback. In addition, the Strategy was circulated to key stake holders within the community, using the same list of contacts as used for the IRMP with the additional of the Equality Forums in which the organisation engaged locally such as the East Sussex Equality Forum and Equality and Inclusion Partnership (Brighton and Hove) and nationally such as; CFA Equality Professionals Group. All those contacted were encouraged to respond either directly to the Inclusion and Diversity Advisor or complete their views anonymously online via our Survey hosted by Survey Monkey.

Internally the I&D Advisor engaged across the organisation talking to staff at every level and across the service. She increased her time out of the office by 70% and remained working and raising the Strategy a variety of locations across the service ensuring all Boroughs, SCC and HQ were reached. Discussions regarding the Strategy its style, content and deliverability was discussed many organisational meetings such as Borough Commanders and less formally with staff both on 1:2:1 basis and as a group.

In addition, we ran a communications plan in respect of the Strategy advising staff of the document and their opportunity to comment on it. Our Principle Officers ensured that links to Inclusion and the Inclusion Strategy formed part of their engagement activities across the service.

They and others including a Fire Authority members provided opportunities where we could and did circulate the Strategy for further opportunities to ensure stakeholder engagement with the Strategy.

Making it Public

The Survey on the Website was originally placed 7-21 December 2016. This was the first time, East Sussex Fire and Rescue has publicly engaged on our Inclusion and Diversity Strategy. We wished to seek views on the change of style and content of the Strategy alongside the distinct shift to a greater focus on internal and external engagement.

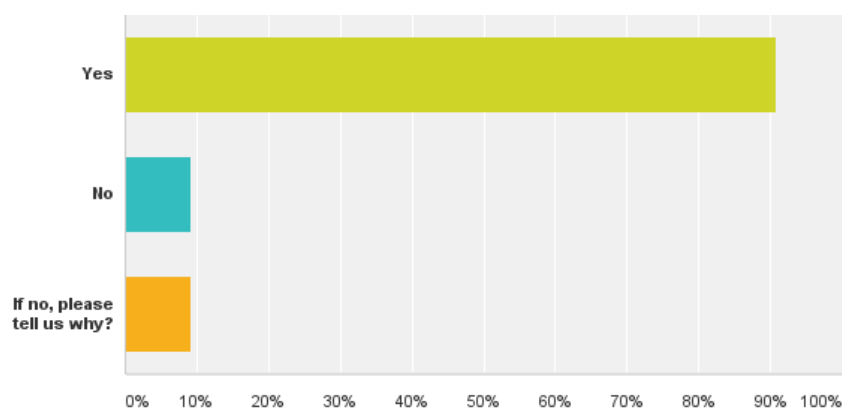
As part of the engagement, respondents were asked to respond to 11 questions. Questions 1-6 were about the content and style of the strategy, questions 7-11 explore the diversity of response. Unfortunately, although the response was extremely positive, it was in very small numbers. Although a cross sectional response was received based on the respondent's gender and age diversity, respondents were primarily white British, heterosexual and Christian.

In view of this outcome, we reposted the Survey in a headline position in the New Year. It remained on our website home page until 7th May 2017 and remained on our home page until 7th May 2017.

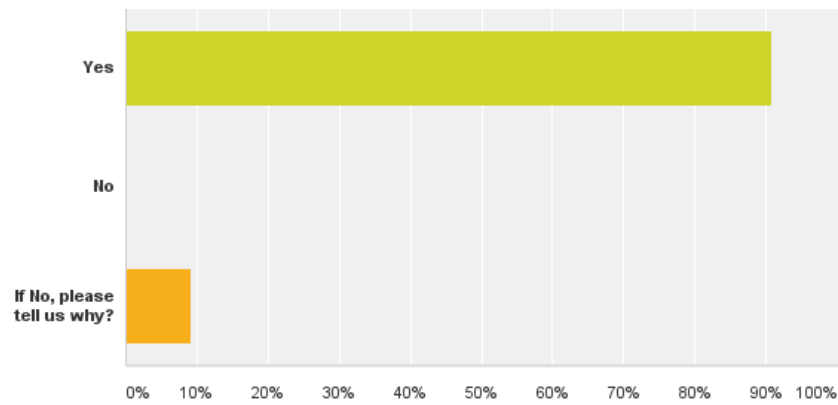
During this time although the responses to the Survey did not increase significantly we had over 200 hits to the Strategy. Therefore, increased activity to ensure feedback from minority groups was sort, via LGBT networks in Brighton and Hove, Interfaith groups from East Sussex, East Sussex Cultural Network, the Sussex Police Race Advisory Group and Diversity Lewes. We also encouraged stations to share it with their they local contacts to increase circulation.

What was the response to the Survey?

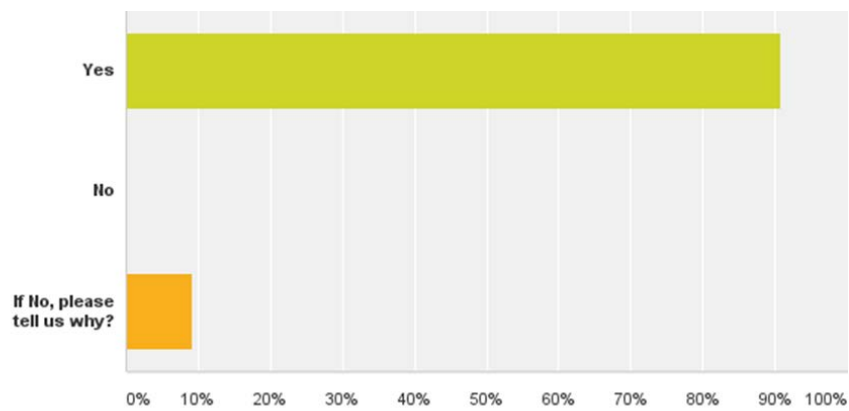
Q1 - Is our draft Inclusion and Diversity Strategy easy for you to read?



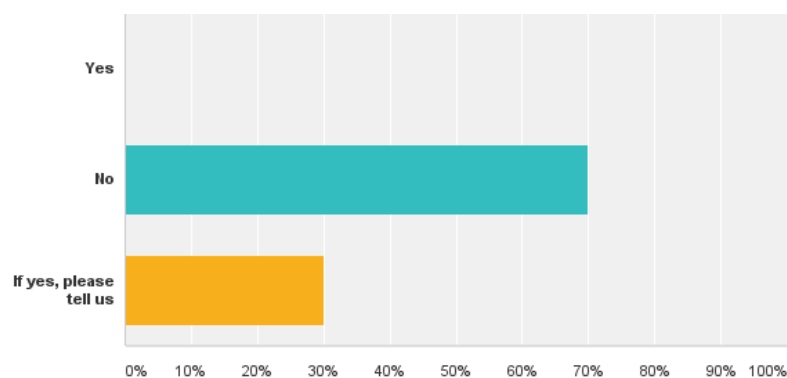
Q2- Do you agree with our approach to Inclusion and Diversity?



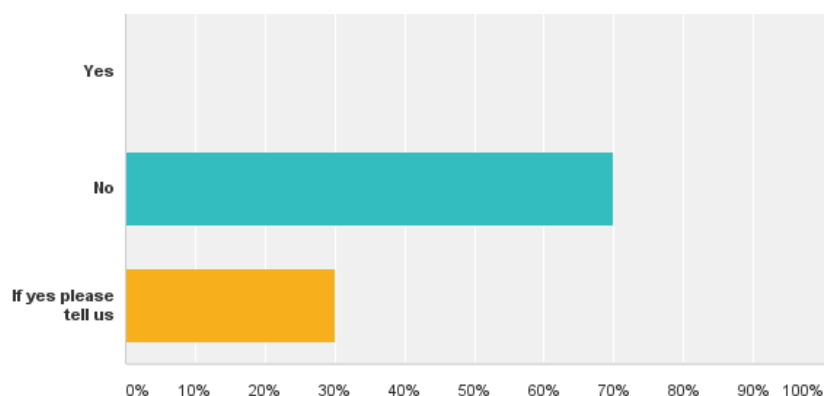
Q3- Do you think the areas covered in our draft Inclusion and Diversity Strategy (our Equality Objectives) are the ones we should be focusing on for the next four years?



Q4 Is there anything else you think we could do to foster good relations and/or improve access of opportunity to our services for our community with regard to equality and diversity?



Q5 – Is there anything else we could do to promote equality of opportunity in the workplace with regard to equality and diversity?



During this time, our internal communication continued. The changes to the Strategy were agreed with our network leads and re achieve agreement with several our Representative groups. The Fire Brigade Union has had significant input in the strategy. We also have consulted on the strategy with national networks representative of minority groups; such as Stonewall and Women in the Fire Service alongside a range of professional equality experts from across the country but within the Fire Service and across the Public Sector.

What we heard

Over the course of our engagement activity we have spoken with a number of stakeholders these including (but not exclusively):

- Our Staff, across work locations, roles and levels
- The public of East Sussex, Brighton and Hove
- ESFRS – Professional Women’s Group
- ESFRS – Disability Network
- ESFRS – LGBT Network
- Women in the Fire Service
- Asian Fire Service Association
- quiltbag
- Public Sector LGBT Consortium
- Kent Fire and Rescue Service
- Leicestershire Fire and Rescue Service
- CFOA Equality Professionals Group
- Stonewall
- Diversity Lewes
- East Sussex Cultural Network
- East Sussex Equality Group
- Equality and Inclusion Partnership (Brighton and Hove)
- Race Advisory Group
- Sussex Police
- Brighton and Hove City Council

- East Sussex County Council
- Lewes District Council

We had a volume of feedback and included statements that stated the strategy was “a powerful document that sets the direction of the Service” suggesting what we had produced was “overwhelming positive”. However, we also had some consistent messaging that suggested we:

- 1) Prioritise “inclusion” throughout the document
- 2) Simplify our language
- 3) Be a little more specific in certain areas
- 4) Ensure that staff could make links between what the Strategy aimed to achieve and their part in the delivery of that aim.
- 5) Ensure that inclusion related to the lifecycle of an employee

We have listened to our stakeholders and endeavoured to adopt these recommendations in the Strategy.

Final Preparation



As final preparation, we have recirculated the document to the Fire Brigade Union, and several other stakeholders for a final overview.

The response has been good with many of the participants responding extremely positively suggesting “we have captured the feedback effectively and are in a positive to present a document that has been fully inclusive in the making”.



East Sussex Fire and Rescue Service Inclusion Strategy Summary

2017-2021

Where are we now?

Pressure and demands nationally/fire minister and inspectorate



We are exclusive
We are an exclusive employer
not an inclusive one



We are all the same
We look the same and we don't know
enough about our staff and community to
value difference



We are inaccessible
We are inaccessible in terms of recruitment
and actively supporting the whole
community



**A growing need to attract a more diverse pool of talent and find different and imaginative ways of
reducing risk reduction to keep the whole community safer**

By 2021 we will:



Value difference

We will understand our workforce and community, drive positive change and outcomes keeping the whole of our community safer.



Be visibly inclusive.

**Demonstrating inclusive behaviour and leadership throughout the organisation.
We will be known for valuing our workforce and the communities we serve.**



Be attractive and accessible to all.

We will foster good relationships and be able to engage effectively with diverse communities.

How are we going to do this?

The strategy gives us key areas to work within to support inclusive activity across our organisation. We have three key themes as outlined in our equality objectives:



We will understand our workforce and our community

Planned outcome - we will empower our staff encouraging openness and transparency. We will use information effectively ensuring that it influences our activities and supports us being connected with our communities.



Our leadership will be visibly inclusive

Planned outcome - we will encourage inclusive leadership at all levels of the organisation. Diversity is a reality and inclusion is a choice; we are choosing to be inclusive in order to keep our communities safer whilst valuing our workforce.



We will be accessible and foster good relations

Planned outcome - we will harness “positive action” whether it is widening our talent pool or engaging with the communities of East Sussex and Brighton and Hove. Our purpose is to keep our communities safer; we can only do this if we engage with everyone fairly and inclusively.

How will we measure success?

**Staff
questionnaire,
Chief Blog and
staff engagement
opportunities**

**Equality Data
returns and
disclosure**

Cultural survey

**Press, government
and industry
feedback**

**Benchmarking FRS
Equality
Framework and
other standards**

**Fire Authority
Engagement in
inclusion based
activities**



**Stonewall
Submission**

**Healthy minds
and Healthy body
activity and
feedback**

**People
Advocates
activity and
feedback**

**Stakeholder
Engagement**

**Staff Network, Rep
Body and Reference
Group Activity and
Feedback**

**Positive Action
numbers feedback
and engagement**



East Sussex Fire and Rescue Service Equality Objectives

2017-2021

Equality Objective 1 - We will understand our workforce and community better



To increase the levels of disclosure amongst staff and the community we serve.

Relationship to Strategy and Action Plan

1. Knowing your Communities
2. Skilled & Committed workforce
3. Response Services

What are we trying to achieve

To empower our communities and workforce by encouraging openness and transparency so that we can utilise information effectively ensuring that it informs and influences our activities and supports us in ensuring fairness to people of all backgrounds alongside enhancing our connection with our communities.

Owner

AD HR & OD

Performance Target

A goal to increase staff disclosure by 25% across the protected characteristics.

To equality monitor, where practicable, across the protected characteristics when delivering our services to visitors and residents of East Sussex, Brighton and Hove.

Overview:

Workforce

We will review our methods and processes for capturing and storing data ensuring compliance with legislation and maximising the opportunity to gain trust.

We will engage, educate and work with our staff to understand what limits and promotes the disclosure of equality data, taking steps to enhance opportunities to increase the percentage of data disclosed.

We will work to improve our systems for managing our data to ensure the organisation can utilise this data more effectively in its day to day compliance with the Public Sector Equality Duty (PSED) of informing our policies, procedures and practice.

We will inform staff how this data is being used and how it has impacted not only on our compliance with the PSED, but how it has improved the workplace for all.

We will monitor and publish our achievement in relation to this objective on an annual basis.

Community

We will review and assess our current equality monitoring, with the aim of identifying and improving our understanding of the community we serve, seeking opportunities to understand profiles better.

We will educate and support our staff to improve their understanding of this activity to enable them to ensure we collate accurate and meaningful data.

We will review, monitor and evaluate our methods and processes for capturing and storing data ensuring compliance with legislation.

Where improvements can be made we will take steps to do so, so that we can be more effective in our day to day compliance with the PSED directing and influencing our services accordingly.

We will inform the public of the data we collate and how it is being used and how it has influenced our activity.

We will monitor and publish our achievement in relation to this objective on an annual basis.



Equality Objective 2 - Our leadership will be visibly inclusive



Our leaders drive an inclusive culture at all levels of the organisation.

Relationship to Strategy and Action Plan

What are we trying to achieve

Owner

Performance Target

1. Leadership, Partnership & Service Commitment

2. Skilled & Committed Workforce

To encourage inclusive leadership, at all levels of the organisation. Valuing and understanding our workforce and community better we can keep our communities safer.

ACFO

An increase in staff engagement and inclusion in leadership development at all levels of the organisation throughout the lifespan of the Inclusion and Diversity Strategy.

Overview:

We acknowledge that we all have a responsibility to develop, embed and sustain inclusive cultures within our workplaces and inclusive practices within our own work. Our aim is for our leadership, at all levels, to do this in innovative and outstanding ways, role modelling for all of us excellent Inclusive Leadership. When we talk about inclusive leadership we mean individuals that demonstrate being consciously intentional and visible inclusivity acting as ambassadors for under-represented groups, citizens and unheard voices. This may be evidenced by:

- Going above and beyond their role to act as a voice for diversity and inclusion. For example; standing up on International Women's and promoting and taking part in "He for She" activities because they represent the majority in the organisation and see the value in promoting the contribution women make to society.
- Regularly engaging and affirming their commitment to promoting equality. For example; using social media to promote the Service across many of the LGBT awareness opportunities and keeping abreast of local and national developments and social advances, helping people to understand the link between social inclusion and risk reduction.
- Celebrating diversity and continually developing inclusive services and cultures within and beyond the organisation. For example; supporting staff network events and sharing our good practice with our staff, our partners and the community.

At a senior level our professional and political leaders will be able to demonstrate that equality and inclusion lie at the heart of their day to day work and in their belief and commitment to ESFRS through the management and implementation of its values, structures, processes, behaviours and culture. They will do this by:

Ensuring our services are commissioned, designed, procured, delivered and evaluated with the key aims of meeting needs of all local communities. For example: they will engage and involve communities, working with them to create and deliver services to meet local need, including groups representing the nine protected characteristics and other disadvantaged groups as explained in the Equality Act 2010.

Leaders at all levels, will help individuals and teams change behaviours and attitudes, they will be supported to be more self-aware, able to identify privilege and manage their and their staff's unconscious bias, seeing these moments as something to learn from.

Understanding and promoting the benefits of an inclusive workforce at all levels is vital, staff will actively promote equality and celebrate difference, and be encouraged to 'Call Out' discrimination and exclusion when they see it. Leaders will take every opportunity to help others learn about difference and support, educate and manage staff to ensure we provide an inclusive workplace.

We will embed and evidence across our activities how specific awareness campaigns or interventions have supported inclusion and their outcomes, we will measure impact and review our successes, embracing opportunities for improvement.

We will ensure our staff are able to 'be themselves' and are 'fully included', we will measure whether our colleagues feel able to innovate, influence, develop, initiate change, are given and able to give feedback safely without recrimination through staff feedback, benchmarking and organisational surveys.

We will also monitor and evidence and assure staff from all backgrounds including those people identified as having protected characteristics, have the same opportunities as offered to their colleagues and are able to safely report concerns.



Equality Objective 3 – We will be attractive and accessible to all. We will foster good relationships and be able to engage effectively with diverse communities



Relationship to Strategy and Action Plan

What are we trying to achieve

Owner

Performance Target

We will be accessible and foster good relations

1. Knowing your Communities
2. Responsive Services

Our aim is to harness positive action effectively, building our on our position of trust and skills in communication to support both the widening of our talent pool and further develop engagement to drive down risk for all within the communities of East Sussex and Brighton and Hove.

AD HR &OD

To have a meaningful accessible database available by the end of year 1. To develop a positive action programme by the end of year 3. Carry out a survey with partner Agencies with a achieving a 25% return rate

Overview:

To support us in the development of good relations the service will utilise some of the learning from the European Human Rights Commission good relations framework. The Service will consider, attitudes, interaction, participation and influence as areas to be measured.

We will utilise our existing data sources and collect information on the gaps and areas of concern relating to good relations at a local level on a regular basis to ensure that these inform and influence organisational strategy.

We will encourage external stakeholder engagement in activities and initiatives and will develop a library of community engagement information. We will use this to assess, review and evaluate impact on people to ensure that our activities take every opportunity to maximise engagement and reduce risk in our communities.

We will improve linkage with our initiatives across the service making every contact with each other and the public count. We will ensure our communications strategy supports clear simple messaging to be as effective as possible through inclusive engagement.

We will review our policies and processes in relation to our employee lifecycle and seek opportunities to improve our relationships between those with and without protected characteristic. We will identify mechanisms that support both formal and informal networks where they may not already exist, an example being a recruitment buddy system.

Equality Impact Analysis Record (Inclusion Risk and Benefits)

This form should be completed in conjunction with EIA Tip Sheet and Key EIA Considerations

Part 1 – The Document

1.	Name of Policy, Procedure, Activity, Decision or Service:	Looking Inside and Out - We make our communities safer Inclusion Strategy 2017-2021		
	Status of PPADS (please tick)	<input checked="" type="checkbox"/> NEW	<input type="checkbox"/> UNDER REVIEW	<input type="checkbox"/> CHANGING <input type="checkbox"/> EXISTING
2.	a. Main purpose of PPADS:	Strategy to imbed, Equality Diversity and Inclusion within the processes and practices of the organisations		b. Project Manager and Process owner: Vicky Chart
	c. Project/processes this PPADS is linked to:	Aligned to the IRMP and other Strategies within the members handbook. With particular focus to the commitments of Delivering high performing services and Developing a multiskilled, safe and valued workforce.		
3	List the information, data or evidence used in this analysis:	2011 Census, Fire and Rescue Service Equality Framework, Equality Act 2010, Public Sector Equality Duty. Organisational workforce statistics, MOU for Fire and Rescue Services, National People's Strategy. Thomas Review. A number of other organisational Equality, Diversity and Inclusion Strategies such as Brighton Hove City Council, Cornwall Fire and Rescue Service, London Fire Brigade.		

Part 2 - Analysis

Characteristics	Neutral Impact (x)	Negative Impact* (Risk Assess & score)	Positive Impact (x)	Narrative Section, detail below why and how you scored impact, you should consider: What are the risks &/or negatives, benefits and or opportunities to that Protected Characteristic? You <u>will</u> need evidence to support your Analysis.
A person of a particular age	<input type="checkbox"/>		<input checked="" type="checkbox"/>	<p>The aging population of East Sussex Brighton and Hove are considered within this strategy from the perspective of improving response and identifying needs more effectively.</p> <p>Understanding how age may be impacted is element to be explored through effecting monitoring and data collection alongside the recommended application of the HR Strategic Group (People Committee) and People Impact Assessment also known as Equality Impact Assessment.</p>
A disabled person	<input type="checkbox"/>		<input checked="" type="checkbox"/>	<p>The organisation is committed to adhering to the principles of both the Two Ticks and Mindful Employers and will actively engage in benchmarking against both.</p> <p>The strategy enables the needs of those with a disability to be established and supported more effectively in the workplace through both internal and external network consultation.</p>

A person of a particular sex, male or female	<input type="checkbox"/>		<input checked="" type="checkbox"/>	<p>Scrutiny of practices and monitoring of data will support the identification of inclusive practice.</p> <p>Consideration to gender needs through EIA and consultation with networks will support staff retention and explore opportunities to enhance engagement with the community.</p>
Pregnancy, Maternity, Marriage or Civil Partnership	<input type="checkbox"/>		<input checked="" type="checkbox"/>	<p>The strategy outlines its commitment to ensuring the workplace and organisational activities meet and deliver the needs of the staff and the community. Policies will through effective data and evaluation be designed to support staff through a range of life changes. We will ensure our resources support the needs of all of our staff.</p>
A person of a gay, lesbian or bisexual sexual orientation	<input type="checkbox"/>		<input checked="" type="checkbox"/>	<p>The Strategy actively looks to encourage disclosure of secondary characteristics to help inform and influence our activities, working towards enabling staff and the community to feel supported through the use of organisational networks and also consultation.</p> <p>Public displays engagement with minority groups will explicit support the LGBT agenda such as increased organisational activity at LGBT events.</p>
A person of a particular race	<input type="checkbox"/>		<input checked="" type="checkbox"/>	<p>The strategy will celebrate ED&I activity across communities and looks to develop community engagement from minority groups to ensure that we offer a more inclusive service both inside and outside our organisation. We have already looked to access in partnership with Sussex Police the external reference groups to support this such as the Race Advisory Board.</p> <p>Monitoring of recruitment and selection processes/community and business engagement will support the identification of any potential disadvantage.</p>
A person of a particular religion or belief	<input type="checkbox"/>		<input checked="" type="checkbox"/>	<p>East Sussex is predominately christian however demographics are changing (increasing levels of no religion declared). Again by measuring our goals and increasing our use of data effectively we will be able to fully consider our engagement against this characteristic</p>
Transgender a person whose gender identity/expression does not make their assigned sex	<input type="checkbox"/>		<input checked="" type="checkbox"/>	<p>The strategy strongly promotes engagement across all characteristics, and also develops awareness and understanding of self identity facilitating improvement support to both the public and staff within the organisation</p>

Community considerations Application across communities or associated with socio-economic factors considering the 10 dimensions of Equality	<input type="checkbox"/>		<input type="checkbox"/>	The strategy is based around a recognised framework for supporting engagement with all communities within East Sussex Brighton and Hove. This will enable us deliver a comprehensive approach to ensuring Equality, Diversity and Inclusion is embedded and considered in all our activities.
Criminal convictions	<input type="checkbox"/>		<input type="checkbox"/>	
Rural living	<input type="checkbox"/>		<input type="checkbox"/>	
Human rights	<input type="checkbox"/>		<input type="checkbox"/>	

Part 3 – The results

	Yes	No	
Are there negative scores in Low ? (see guidance)	<input type="checkbox"/>	<input type="checkbox"/>	<i>If Yes, list any actions required to adjust the activity and any mitigation you will implement in the action plan below in section 6</i>
Were positive impacts identified?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<i>If No, I & D will contact you about this</i>
Are some people benefiting more than others? If so explain who and why.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Are one or more negative scores in Medium or High ? (See guidance)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<i>If Yes, Contact I & D for further consultation</i>

Part 4 - Consultation, decisions and actions

If medium or high range results were identified who was consulted and what recommendations were given?		
Describe the overall decision on this Policy, Procedure, Activity, Service or Decision:		
List all actions identified to address/mitigate negative risk or promote positively		
Action	Responsible person	Completion due date
The development of data, monitoring and effective application in relation to our decisions is essential and this strategy has a framework in place to ensure that equality diversity and Inclusion is not only considered across our activities but also everyones responsibility.	Nicky Thurston	As outlined within the Strategy 01.01.2017.
When, how and by whom will these actions be monitored?		

Part 5 – Sign Off

Created by (Print Name): Nicky Thurston	Department: HR&OD
Signature**Nicky Thurston	Date: 02.06.17
To be completed by Equalities Team	
Signature** Nicky Thurston	EIA number: EIA_I&D 02062017
Assessment date: 02 June 2017	Review date: 02 June 2019

**** Please type your signature to allow forms to be sent electronically****

Part 6 - Equality Improvement Plan

Issues Area of adverse impact and Reasons	Solution Action What can be done to mitigate impact, what can be done to obtain further information	Responsibility/Lead Manager Who will be responsible for this action	Target Timescales When will this be completed Financial factors	Comments Corporate Risk Factors
Data Collation	Improve systems for accessing data	AD HR&OD	2019	Data must inform our decision making in order for us to give due regard, due regard being integral to compliance with the Public Sector Equality Duty. Our legal responsibility to Equality as a public Sector Organisation