

FIRE AUTHORITY POLICY AND RESOURCES COMMITTEE



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

Date: Thursday, 14 December 2017

10:30hr

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

AGENDA

Open to Public and Press

1. Apologies for Absence

2. Declarations of Interest

Guidance for Councillors on declaring interests is available at:

<http://tinyurl.com/ccc-conduct-code>

3. Minutes 28th September 2017 Policy and Resources Committee 5 - 14

4. Minutes Action Log for the December meeting 15 - 18

**5. Minutes of the the Overview and Scrutiny Committee 12th October
2017**

These are for information and can be viewed at the following link:
<https://tinyurl.com/y7756l8h>

DECISIONS

6.	Annual Review of the Operation of the ICT Shared Service Agreement.	19 - 28
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INFORMATION AND MONITORING

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

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

Councillor Mohammed Jamil Councillor Donald Adey Councillor Simon Bywater Councillor Derek Giles Councillor Lucy Nethsingha Councillor Terence Rogers and Councillor Mandy Smith

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

Clerk Name: Rob Sanderson

Clerk Telephone: 01223 699181

Clerk Email: rob.sanderson@cambridgeshire.gov.uk

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

It supports the principle of transparency and encourages filming, recording and taking photographs at meetings that are open to the public. It also welcomes the use of social networking and micro-blogging websites (such as Twitter and Facebook) to communicate with people about what is happening, as it happens. These arrangements operate in accordance with a protocol which can be accessed via the following link below or made available on request.

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

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

http://www.cambsfire.gov.uk/fireauthority/fa_meetings.php

CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY
POLICY AND RESOURCES COMMITTEE: MINUTES

Date: 28th September 2017

Time: 10.30 a.m. – 11.36 a.m.

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

Present: Councillors: D Adey, S Bywater, D Giles, L Nethsingha, J Peach (Vice Chairman) and M Smith

Apologies: Councillors: K Reynolds (Chairman) and T Rogers,

15. APOLOGIES FOR ABSENCE

Apologies for absence received from Councillors Jamil, Reynolds and Rogers.

16. DECLARATIONS OF INTEREST

None.

17. MINUTES OF THE MEETING HELD ON 22nd JUNE 2017

The minutes of the meeting held on 22nd June 2017 were confirmed as a correct record and were signed by the Chairman.

18. POLICY AND RESOURCES COMMITTEE MINUTE ACTION LOG

The Minute Action Log was noted.

19. MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE HELD ON 20TH JULY 2017

These minutes for information were noted.

20. ISA 260 REPORT COMMUNICATION OF AUDIT MATTERS WITH THOSE CHARGED WITH GOVERNANCE

This report, on the main despatch agenda, included:

- Appendix 1 - the ISA260 Report for 2016-17 (circulated to the Committee following the dispatch of the main agenda)
- Appendix 2 the Annual Governance Statement (attached as part of the main agenda despatch)
- Appendix 3 the draft Statement of Accounts (circulated to the Committee)

following the dispatch of the main agenda)

The Chairman agreed under his delegated powers to take the report and the late despatch appendices as one report.

Barry Pryke along with Zoe Thompson from BDO, the Authority's External Auditors, presented Appendix 1. As part of their introduction they wished to put on record their thanks to the Finance Team for their co-operation, highlighting their appreciation for their efforts to supply the information requested. He was able to report that their audit procedures work was substantially complete with planned scope and objectives achieved, and were on track to issue an unqualified opinion of the Accounts the next day, the 29th September, the deadline for sign off.

Going through the main points of the ISA 260 Report it was highlighted that:

- The following three additional significant risks were identified during the course of the audit procedures subsequent to the Audit Plan dated 10 March 2017 where they had been reported as 'Normal Risk' but had subsequently been elevated to being a 'Significant Risk' for the reasons provided:
 - Property, plant and equipment valuations – the movement in the assets revalued in the year was outside of expectations.
 - Pension liability assumptions – a number of complex assumptions had been used in order to calculate the year end liability.
 - Changes in the presentation of the financial statements – the draft accounts had not been restated and other presentational changes in the Code were not reflected.
- No other significant audit risks had been identified.
- The final materiality threshold had been set at £870,000 updated from their Audit Plan to reflect final amounts.
- The audit identified no material misstatements, however, a material prior year adjustment had been made to the draft financial statements to reverse a provision made in the prior year of £947,000 in relation to costs associated with the modified pension scheme.
- In addition to the above prior year adjustment, the Audit identified one immaterial misstatement regarding the revaluation of one asset (Yaxley Fire Station) which had been amended in the final financial statements.
- The cumulative impact of the above adjustments had decreased net liabilities by £468,000 and increased the deficit on the provision of services by £277,000.
- The financial statements had also been updated to reflect the changes

in the Code, in particular the presentation of the Comprehensive Income and Expenditure Statement (CIES) and restatement of the prior year CIES figures. This had the result that the presentation of the Accounts was now more in line with the presentation in the Authority's budget update reports.

- The audit had identified the following three unadjusted audit differences:
 - £125,000 of expenditure relating to 2017/18 accrued for in error
 - £304,000 understatement of the net pension liability associated with the Local Government Pension Scheme due to a difference between the value of the investments used by the actuary to calculate the net pension liability and the value of investments recognised in the pension fund's financial statements at year end.
 - £20,000 understatement of depreciation in relation to Yaxley Fire Station.
- There was one brought forward unadjusted audit difference that impacted on the prior year resulting in decreasing net liabilities by £158,000 and decreasing the deficit on the provision of services by £158,000.
- Subject to the successful resolution of outstanding matters set out on page 6, which were largely procedural, it was anticipated that BDO would be able to issue an unmodified opinion on the financial statements for the year ended 31 March 2017.
- There were no exceptions to report in relation to the consistency of the Annual Governance Statement with the financial statements.

Subject to the successful resolution of outstanding matters set out on page 6 and listed below, it was anticipated that BDO would be issuing an unmodified opinion on the use of resources for the year ended 31 March 2017.

- In respect of the outstanding items listed below at the date the report was published, these were the subject of oral updates at the meeting, some of which are included against the relevant item below:
- Clearance of outstanding issues on the audit queries tracker currently with management, including:
 - Response to queries raised regarding asset valuations – at the time of the meeting these were still the subject of ongoing discussion
 - Receipt of evidence to support additional accrual sample.
- Clearance of Manager and Director review queries – these had been undertaken.
- Internal quality control review process – undertaken.

- Subsequent events review – this would go on up to the sign off with the bulk of the work already undertaken.
- Receipt and review of final version of financial statements to confirm all agreed audit adjustments have been made and final approval of the financial statements – this would be reviewed following the meeting.
- Management representation letter, as attached in Appendix VI, to be approved and signed – this was to be provided following the meeting.
- The Authority was below the audit threshold (clarified as being £350m) and therefore did not require a full assurance review of the 'Whole of Government' (WGA) Data Collection Tool. Officers explained that the overall liability was £45m which was why it was not being adjusted in the current year.
- No issues had been identified regarding audit independence and objectivity and related matters as set out in Appendix IV.
- Regarding their value for money conclusion, there were no issues.

Points raised in the discussion / responses provided included:

- In reply to a question regarding what criteria was used to value fire owned land, it was explained this was undertaken on the replacement cost value, which was the figure included in the Accounts and was an accounting estimate only, based on market indices and transactions in the area.
- The need to amend the text in the second paragraph on page 17 of the BDO report under the title 'Working with partners' as the assumption as written was that new governance arrangements would be implemented from April 2018. This was premature, as the Home Office decision was not expected until at least December 2017. **The Auditors agreed to change the wording. Action Barry Pryke / Zoe Thompson.**

It was resolved to;

- a) approve the ISA 260 Report for 2016/17 included as Appendix 1 to the report circulated prior to the meeting subject to the required re-wording on page 17,
- b) approve the Annual Governance Statement attached at Appendix 2 to the report,
- c) approve the (draft) Statement of Accounts included as Appendix 3 circulated prior to the meeting.

21. GENERAL DATA PROTECTION REGULATION IMPLEMENTATION –

PROJECT UPDATE

This report presented an update on the work being undertaken to prepare the Fire and Rescue Authority for compliance with new European Union General Data Protection Regulation(GDPR) which is due to come into force on 25th May 2018.

It was noted that

- While there were 110 regulations to comply with, the adult social care data held by the Fire Authority was considered to be in a good place in respect of compliance with the new requirements,
- Three members of staff had received training to GDPR Practitioner level with GDPR Awareness Training having been undertaken by Heads of Group.
- An eLearning course was being developed for use on the Service iLearn portal.
- An Information Governance (IG) Board has been set up as detailed in the report.
- A Consent and Privacy Notices Working Group and an Information Sharing Agreements Working Group have been formed.
- A Data Protection Impact Assessment (DPIA) template has been created.
- A Business Analyst from the Service Transformation and Efficiency Programme(STEP) team has been made available to assist with process mapping.
- An initial meeting with Civica has been held regarding the Community Fire Risk Management Information System and storage of personal data relating to members of the public in the context of the Authority's community safety activities.

The following activities were to be progressed;

- Subject Access Request (SAR) Working Group to be formed to agree the process and responsibilities for dealing with SARs post 25 May 2018.
- SAR Policy/Procedure to be drafted.
- Technology Working Group to be set up to discuss any technology controls/changes to meet GDPR requirements.
- DPIAs to be completed for all data sets held which would be the most resource intensive task.
- A Data Breach Policy/Procedure to be drafted.
- Work with partner agencies to ensure that data sharing would be GDPR

- compliant.
- Data Quality Strategy to be drafted, approved and implemented.

Issues raised in debate included:

- Whether, with the amount of work required to be undertaken to meet the new requirements, the Authority had the necessary resources. It was explained that while the Head of ICT had been appointed as the Project Manager and was responsible for driving the activities forward, that at least during the initial implementation stage it was considered that an additional Data Officer post was required. This was in recognition of the considerable additional administrative burden involved, which was in addition to the new Inspectorate requirements, and that the Authority had already significantly reduced administrative support to achieve budget savings targets.
- Asking whether it was feasible to insure against the substantial fines for non-compliance as detailed in the report. This would be looked into, but it was unlikely that specific insurance could be obtained.

It was resolved

To note the contents of the report and the update position provided.

22. REVENUE AND CAPITAL BUDGET MONITORING REPORT 2017-18

This report provided the Committee with an update on revenue and capital spending as at 31st August with a budget summary showing the main variations to the end of August attached as Appendix 1 to the report.

On revenue expenditure areas highlighted included the following:

- To the end of August 2017, the Service was above the budgeted establishment for firefighters, with seven full-time firefighters recruited and whose training had commenced. This additional recruitment was to help reduce the impact of retirements on operational delivery over the next 12 months. Training the new recruits would absorb the current underspend shown on the training budget line.
- The premises budget was showing an under-spend of £241k. This would diminish by the end of the financial year as property maintenance work was completed and winter energy bills paid.
- Insurance was showing additional costs as a result of financial year-end adjustments, but there was an expectation of a balanced budget at year-end.
- The supplies and services budget was showing an underspend of £288k. largely relating to IT and communication equipment as the Service was awaiting invoices from the Home Office for Airwave

charges.

- The trend of under spending was continuing against the On-Call budget due to the establishment of On-Call firefighters being below that forecast.

Capital spend included;

- The purchase of 48 vehicles including three new fire appliances and a foam water carrier.

In discussion of the report, issues raised included:

- Asking the reason for the overspend on fire allowances – in reply this related to officers being paid a 20% responsibility payment to provide operational cover for out of hours call-up and in respect of financing the transition to the one shift system. A report on the latter would be going forward to the Fire Authority.
- The reasons for the overspend on the external interest line. It was explained that this was due to having originally projected more income from investments than had been realised due to the continued very low interest rates.
- Explanation of the large variation figure for rent and rates - this was to do with the timings of payments with the year-end figure expected to be very close to the budget figure. In respect of rates valuations, some were considered to be unduly high and these were being challenged.
- It was clarified with regard to another query on the progress of rate reductions in terms of applying to be considered for charitable status, this had been investigated and was not a viable option.

It was resolved;

To note the position on revenue and capital spending.

23. STRATEGIC RISK AND OPPORTUNITY MANAGEMENT REGISTER – MONITORING REPORT

This updated strategic risk report as at September 2017 highlighted those risks that were above the risk appetite of the Authority. The distribution of risk from the Strategic Risk Register was shown in paragraph 5.9 of the report highlighting the spread of risk scores with an accompanying short description of each risk. The details of all high and very high risks were listed under paragraph 5.3 with pages 41-44 highlighting the very high risks.

Areas highlighted included:

- At paragraph 5.6 in respect of the mobilising Solution Upgrade Project which triggered two very high event driven risks, one of which had been realised and was an issue. Penetration testing was being undertaken to see what was required to be undertaken to the system which could have cost implications.
- It was highlighted that Risks STA 132, 140 and 141 as detailed in the report were new risks.
- In respect of Risk 100 there had been a successful recruitment exercise.
- Risk 137 in respect of the changing profile of the wholetime service this was both an area of challenge and opportunity especially as in further discussion it was highlighted that the turnover in staff was unprecedented. An area highlighted was in relation to firefighters leaving to take up better remunerated train driving jobs. There was also the issue that 70 senior postholders would be retiring from the Service in the next few years which potentially had serious implications particularly at senior management level. Another issue was the significant fall in the number of incidents and how to maintain the competence of firefighters when dealing with real incidents. This potentially could be a bigger risk than was currently being shown in terms of the potential for injuries and possible corporate manslaughter claims.
- On the issue of obtaining more real incident experience, a question was raised on whether there were opportunities for sharing incidents with neighbouring fire services e.g. Suffolk / Bedfordshire. This could be looked at, but there was limited scope, as for example Bedfordshire, tended to have even less incidents than Cambridgeshire.
- Risk 121 Inspectorate process - explanation requested regarding the mitigation activities to be undertaken and the references to the Police Service. It was explained that the Police had carried out more reviews and therefore Officers from both services were in collaboration to share knowledge and resources. This would help better prepare the Authority for the Inspectorate process.

Having reviewed the information provided:

It was resolved;

To note the strategic risk report and the risk distribution update.

24. FIRE AUTHORITY PROGRAMME MANAGEMENT - MONITORING REPORT

This report provided an update against the corporate projects for 2017-18 as detailed in Appendix 1 to the report.

The Service Transformation Manager highlighted the following areas:

- P072 Combined Fire Control (CFC) Mobilising Solution Upgrade Authority – showing a timescale at an intolerable delay and showing an overall status of red. It was explained that there were still data transfer issues and Officers were liaising to find solutions which had resulted in the suspension of preparatory activities.
- P0104 Implementation of Wholetime Shift System – this was on track to complete by January 2018.
- P073 Asset Management Software – The trial was due to launch at four stations as detailed.
- P084 Review of Reporting – this was going well and on target to complete by the end of the year.
- P089 ESMCP Emergency Services Mobile Communications – This was still awaiting the Home Office schedule, expected to be announced in the next month. It had been confirmed that transition would not take place during 2018 and completion might be as late as 2021. Assurance was provided that this was a project that the Government would not allow to fail as it involved all blue light services and the financial benefits were considered to be significant.
- P098 -Cambridgeshire Public Services Network – This was a County Council led project for which there had been a number of delays.
- P102 - Unified Comms (Shared Service Project) – this was progressing well.
- P076 - Virtual Desktop Infrastructure Project – There was now only one user to transfer across.
- Redevelopment of Yaxley Fire Station – completed.
- Huntingdon Property Consolidation Project – paused whilst alternative options were reviewed in collaboration with the Police.
- Huntingdon Crewing Project – this had closed.
- Community Fire Risk Management Information System – this had been paused due to key staff being redirected to activities resulting from the Grenfell Tower fire tragedy but would now recommence looking at data cleansing requirements.
- Training Recording and Competency System - this was on track.
- Co-Responding Project – As a result of the rejection of the national pay offer the trial had ceased in St Neots while Ramsey and March stations had opted to continue on a voluntary basis. The plan was to recommence when it became a core function. **An update report would be provided to the full Fire Authority meeting in November.**

It was resolved;

To note the Programme Status Report as at September 2017.

25. POLICY AND RESOURCES COMMITTEE WORK PROGRAMME

The Committee work programme was noted.

- 26. DATE OF NEXT MEETING – 10.30 A.M. THURSDAY 14TH DECEMBER 2017
AT SERVICE HEADQUARTERS HUNTINGDON**

Chairman
14TH December
2017

FIRE AUTHORITY
POLICY AND
RESOURCES
COMMITTEE

Minutes - Action Log

This is the updated action log as at 5th December 2017 and captures the actions arising from the most recent Policy and Resources Committee meetings and updates Members on the progress on compliance in delivering the necessary actions.

MINUTES OF THE JANUARY 2017 COMMITTEE					
<u>Minute No.</u>	<u>Report Title</u>	<u>Action to be taken by</u>	<u>Action</u>	<u>Comments</u>	<u>Status</u>
101.	UPDATE ON STRATEGIC WORKFORCE OBJECTIVES	R Hylton / D Thompson	a) There was a request for a Member Briefing regarding progress in relation to the age related claim due to pension changes.	The national picture remains fluid; briefing to be arranged once final position known.	Action on hold
		M Warren	b) Deputy Chief Executive to ask the Monitoring Officer to start scoping a membership Review report including seeking existing member views so that a report with recommendations could be presented to the new Fire Authority following the May County Council elections.	Action noted. As updated at the 22 nd June Committee meeting the outcome of the Police and Crime Commissioner (PCC) business case will determine requirement for and the scope of any review.	Action on hold

	MINUTES FROM THE 28th SEPTEMBER COMMITTEE 2017				
<u>Minute No.</u>	<u>Report Title</u>	<u>Action to be taken by</u>	<u>Action</u>	<u>Comments</u>	<u>Status</u>
20.	ISA 260 REPORT COMMUNICATION OF AUDIT MATTERS WITH THOSE CHARGED WITH GOVERNANCE	Barry Pryke / Zoe Thompson.	The need to amend the text in the second paragraph on page 17 of the BDO report under the title 'Working with partners' as the assumption as written was that new governance arrangements would be implemented from April 2018. This was premature, as the Home Office decision was not expected until at least December 2017.	Confirmation requested from BDO via email; awaiting response.	
21.	GENERAL DATA PROTECTION REGULATION IMPLEMENTATION – PROJECT UPDATE	John Fagg – Head of ICT	Asking whether it was feasible to insure against the substantial fines for non-compliance as detailed in the report. This would be looked into, but it was unlikely that specific insurance could be obtained.	The Service is unaware of any specific insurance policies. Focus remains firmly on ensuring we are compliant before 'go live' date in 2018.	Action completed
23.	STRATEGIC RISK AND OPPORTUNITY MANAGEMENT REGISTER – MONITORING REPORT	Tamsin Mirfin Service Transformation Manager	An issue raised was whether it was possible to obtain more real incident experience, from sharing incidents with neighbouring fire services e.g. Suffolk / Bedfordshire.	Minute 23 is an ongoing operational issue managed through our cross border agreements with neighbouring services	Action completed in terms of the explanation provided

24.	FIRE AUTHORITY PROGRAMME MANAGEMENT - MONITORING REPORT	Tamsin Mirfin Service Transformation Manager	Co-Responding Project - An update report would be provided to the full Fire Authority meeting in November.	An update Report went to Fire Authority on 15 November 2017.	Action completed

TO: Policy and Resources Committee

FROM: Head of ICT – John Fagg

PRESENTING OFFICER(S): Head of ICT – John Fagg

Telephone: 01480 444580

Email: john.fagg@cambsfire.gov.uk

DATE: 14 December 2017

ANNUAL REVIEW OF THE OPERATION OF THE ICT SHARED SERVICE AGREEMENT

1. Purpose

- 1.1 To provide the Policy and Resources Committee with a report on the outcome of the annual review of the operation of the ICT Shared Service Agreement (Schedule 4) for the period 1 April 2016 to 31 March 2017, undertaken by the Heads of Information and Communications Technology (ICT) for both Cambridgeshire and Bedfordshire Fire and Rescue Services and the ICT Shared Service Delivery Manager.

2. Recommendation

- 2.1 The Committee is asked to;
- a) consider the outcomes of the third annual review of the operation of the ICT Shared Service Agreement,
 - b) note the progress in achieving the aims of improved resilience, flexibility, cover, quality and customer focus,
 - c) note the demands placed upon the function and the need to review the structure, resource and capacity of it.

3. Risk Assessment

- 3.1 **Economic**— although taking advantage of more efficient ICT systems and solutions involves an upfront financial outlay, once in place, their proactive and robust management can be linked to many economic benefits. The existence of the ICT Shared Service Agreement is a mechanism through which such benefits can be realised.
- 3.2 **Technological** – new systems and solutions lead to improved services for all stakeholders whilst bringing new challenges and a requirement for a myriad of skill sets to meet them. The ICT Shared Service recognises the need to remain focussed yet flexible and regularly review its structure to meet these challenges.
- 3.3 **Legislative** – the Service recognises the need to retain and embed existing quality standards, using them to drive business change. The Authority must remain legally compliant and make the necessary provisions to meet changes such as the General Data Protection Regulations.

4. Background of the ICT Shared Service

- 4.1 On 22 October 2013 Cambridgeshire and Peterborough Fire Authority authorised the completion of an ICT Shared Service Agreement with Bedfordshire Fire and Rescue Authority for a term of five years. This agreement, made on 31 October 2013, included establishing an ICT Shared Service Governance Board to provide oversight and management control of the services delivered to both Cambridgeshire Fire and Rescue Service (CFRS) and Bedfordshire Fire and Rescue Service (BFRS).
- 4.2 The ICT Shared Service Governance Board meets on a monthly basis to consider and oversee the quality and delivery of services, consider prioritisation and new work streams. The Board consists of the Deputy Chief Executive (CFRS), Assistant Chief Officer (BFRS) and Head of ICT from both services as well as the ICT Shared Service Delivery Manager.

5. ICT Shared Service Agreement and Review

- 5.1 The ICT Shared Service Agreement sets out the scope of the service and includes amongst others the arrangements for accommodation, an asset register, costs and liabilities, insurance, staffing, finance and intellectual property.
- 5.2 The Agreement requires the establishment of an ICT Shared Service Governance Board and Schedule 4 of the Agreement sets out the functions and powers of the Board. A copy of Schedule 4 to the Agreement is shown at Appendix 1.
- 5.3 Schedule 4 also requires that an annual review of the operation of the Agreement is carried out. The review is passed to the ICT Shared Service Governance Board and subsequently reported to the structures in each Authority accordingly.
- 5.4 This report puts forward the summary of the review for the third year covering 1 April 2016 to 31 March 2017.
- 5.5 The review covers the following areas as set down in Schedule 4 of the Agreement;
- the quality of the shared service,
 - the effectiveness of budgetary and financial management arrangements,
 - the effectiveness of systems, processes and procedures,
 - development in legislation and policy guidance,
 - planning for the development of the shared services.

6. Executive Summary of the Review of Operations 1 April 2016 to 31 March 2017

- 6.1 The establishment of the ICT Shared Service and continued delivery as a shared environment has proven successful with identifiable improvements to the day to day ICT service provision and management of incident resolution in both organisations. There are however, increasing challenges to maintain service provision and to achieve further improvements due to the ever increasing demands on ICT by both services. Business as usual work streams such as the general maintenance of the technical environment, upgrades of software, essential security patches and

replacement of aging equipment are less visible and often take lower priority over visible business led projects, meaning they can suffer from de-prioritisation. The volume of resources required to service these areas is being reviewed to ensure resource issues do not undermine improvements made in the technology infrastructure environment in recent years.

- 6.2 Examination of the shared service structure, capacity, skills and facilities to ensure they adequately meet the needs of both organisations led to a Business Case being presented to the Chief Officers Advisory Group in CFRS and the Corporate Management Team in BFRS proposing a restructure of it. Agreement was given by both services to fully review the structure and propose changes where appropriate.

7. The Quality of the ICT Shared Service and Progress towards its Aims.

- 7.1 The quality of the ICT Shared Service was reviewed, including the extent to which the aims and outcomes of it have been met and the effectiveness of the shared services. The review considered progress towards its business aims of improved customer focus, resilience, flexibility, service hours and quality of service as well as improving the operation of the ICT Service Desk, including the prioritisation of non-critical incidents.
- 7.2 A key aim was to embed customer focus within the ICT Shared Service as it had been previously identified as lacking in surveys undertaken within both organisations. The ICT Service Desk is considered pivotal to improving the customer focus of the shared service by managing all incidents and communications with customers. The ICT Shared Service Catalogue outlines the levels of service that it should be striving to meet and the ICT Service Desk monitors progress against these targets, keeping users up to date with progress.
- 7.3 There has been significant improvement within this area. This is supported by both the results of the customer surveys and also from written compliments received which have increased, particularly concerning the ICT Service Desk. Additionally feedback received by managers also supports that improvements in customer focus are being well received.
- 7.4 The table below shows the results of the customer surveys prior to (2010) and since (2014 & 2015 & 2017) the ICT Shared Service (2010) for CFRS. The stated score is the average score for each question with possible answers in the range of 1 to 7; the continued customer surveys address the action point from the last period. These tables evidence the significant improvement in customer perception of the ICT Shared Service since its formation. Indeed the user satisfaction in both organisations is now in line with the upper quartile achieved by 108 local authorities in 2010 of 5.37.

Annual Customer Survey Results (CFRS)

Question	2010	2014	2015	2017
The ICT service is important to you	5.9	6.54	6.35	6.30
The ICT systems are available when you need them	4.6	4.97	5.28	5.88
The ICT systems are generally reliable	4.3	4.0	4.67	5.44

Question	2010	2014	2015	2017
The speed of the ICT systems is acceptable	3.4	3.01	3.91	4.76
You have had sufficient ICT training	4.3	4.41	4.78	4.85
The ICT team responds to your problems quickly	4.4	4.53	5.29	5.95
The ICT Service Desk keeps you informed of progress	5.0	4.81	5.15	5.74
The support from ICT meets your needs	4.6	4.56	5.2	5.89
ICT staff have a high level of technical competence	4.9	5.17	5.53	5.92
ICT staff are easy to contact when needed	4.2	4.56	5.03	5.84
ICT staff are able to diagnose problems accurately	4.7	5.06	5.23	5.78
ICT staff have helpful attitudes	5.0	5.81	5.88	6.18
You know what level of support to expect	4.7	4.97	5.38	5.84
ICT support is available when you need it	4.1	4.43	5.21	5.67
ICT effectively supports the fire and rescue services' strategic objectives	4.4	4.48	4.69	5.5
ICT provides you with accurate information	4.6	4.76	4.84	5.71
You have a good working relationship with ICT	4.9	5.29	5.69	5.99
Good communication channels exist with ICT	4.5	4.32	4.71	5.39
Your overall opinion of the quality of the ICT service	4.5	4.58	5.1	5.9
Your overall satisfaction with the ICT service	4.4	4.36	4.93	5.86

8. The Effectiveness of Budgetary and Financial Management Arrangements

- 8.1 The review included the effectiveness of arrangements to ensure appropriate monitoring of budgets and financial management of the ICT Shared Service. A framework for accounting for time and costs is in place and end of year procedures for cross charging are undertaken and reviewed by the Board.
- 8.2 In order to ensure continued delivery of service and adequate support to projects, existing staff resources have been augmented at times with agency staff for specialist skills or to cover vacancies. With the ICT market being more fluid than other professions use of agency staff is more common place and whilst this use increases salary cost it also reduces leave, expenses and superannuation payments. The costs are monitored through the budget setting process.

- 8.3 Both partners in the ICT Shared Service have capital replacement programmes which are aligned particularly in respect to infrastructure renewals and contracts. The in-year budget monitoring and the process of planning and budget setting for the forthcoming year are shared. Opportunities for joint procurement continue to deliver benefits, including price advantages through economies of scale most recently evidenced in the Unified Communications project. Procurement is undertaken by CFRS and BFRS procurement teams through their respective controls and systems. Agreements are in place through these teams for one service to lead and contract on behalf of the other where this is appropriate and beneficial. This arrangement is used for contracting, infrastructure maintenance and printer contract arrangements, as well as ongoing contract management for example the Wide Area Network.

9. The Effectiveness of Systems, Processes and Procedures

- 9.1 The review of the effectiveness of systems, processes and procedures confirms that work has been aligned to ITIL, which is the industry best practise framework for managing ICT service delivery and has provided benefits in improving incident management and resolution.
- 9.2 The flexibility of the ICT service overall has been increased through the introduction of the shared service, largely by the pooling of the resources available to each organisation. This enables better direction of available resources to address issues as required and has been evidenced by the incident management performance indicators detailed in the tables below (figures relate to CFRS only) showing that there has been significant improvement each year.

Responded to within service level agreement			
July 2014	April 2015	May 2016	April 2017
92%	93%	95%	96%

Fixed within service level agreement			
July 2014	April 2015	May 2016	April 2017
86%	84%	93%	97%

- 9.3 As part of the review of the ICT Shared Service, the ability to further increase resilience and flexibility of resource deployment will be examined. The Board has oversight of ICT projects ensuring opportunities for joint working are identified. This has ensured that the benefits of lessons learned are gained across sequential implementations improving both quality of implementation and effectiveness of projects. In this review the shared Virtual Desktop Infrastructure project and the Microsoft Exchange upgrade has provided further evidence of the advantages of shared learning.

10. Development in Legislation and Policy Guidance

- 10.1 The Heads of ICT work with the ICT Shared Service Delivery Manager to identify and address developments in legislation and align policy to guidance. The supporting

business functions from both organisations have provided policy guidance in respect to financial, human resource and procurement regulations and changes in legislation.

- 10.2 Work has started within CFRS to address the requirements of the General Data Protection Regulations which will be required in 2018 and to maintain our ISO 27001 (Information Security) certification.

11. Planning for the Development of the Shared Service

- 11.1 The introduction of a Project Manager into the ICT Shared Service has enabled a clearer picture of the resource demands to be obtained. It is now clear that there are severe demands on the infrastructure team resources; projects, timescales, business as usual and resources will form part of the ICT Shared Service review.

- 11.2 There have been notable project delivery successes which include;

- successful outcome of Microsoft licencing audit, with limited licence adjustment required,
- Microsoft Active Directory (AD) upgraded,
- Completion of Virtual Desktop Infrastructure roll out,
- New Mobile Data Terminal infrastructure built.

- 11.3 To ensure the ICT Shared Service is able to meet the demands of the planned projects within each Service, capacity planning is undertaken regularly on a shared basis. This will also feed into the review.

- 11.4 Both partners have established organisationally focussed ICT Strategies which are underpinned by an ICT Shared Service Technical Response Plan. A joint independent initial review of 'Cloud Readiness' was undertaken during 2016 which showed that although well placed, there were no immediate benefits in CFRS moving all ICT infrastructure to the cloud. However cloud technologies will be considered during procurement activities as they may provide benefits for specific systems/applications.

12. Conclusion

- 12.1 The review of the operation of the ICT Shared Service Agreement demonstrated ongoing improvement in the aims of resilience, flexibility, cover and quality. However the improvements have been achieved utilising agency staff at times and this has added to the overall running costs. As demand for ICTled solutions to enhance delivery of our services to all stakeholders continues to increase, severe pressure has been placed on our resources and a review of capacity requirements is being undertaken. This will ensure the ICT Shared Service continues to develop whilst maintaining security and quality of services and delivering to each partner's medium term strategic programmes.

BIBLIOGRAPHY

Source Document	Location	Contact Officer
ICT Shared Service Governance Board Schedule 4 Agreement	Hinchingsbrooke Cottage Brampton Road Huntingdon	John Fagg Head of ICT john.fagg@cambsfire.gov.uk

Appendix 1

Schedule 4

1. ICT Shared Services Governance Board

1.1 Establishment

The Parties shall establish an ICT Shared Services Governance Board with the functions and powers set out in this Schedule. The Board will not be responsible for the day to day operation of the SharedServices, which will remain the responsibility of the ICT Service Delivery Manager.

1.2 Role

The Role of the ICT Shared Services Governance Board shall be to:

- 1.2.1 ensure that the ICT Shared Services is effective, efficient and resilient
- 1.2.2 agree the Budget for the following Financial Year in accordance with the budget setting process of each party
- 1.2.3 identify opportunities for innovation and improvement to the approach taken to delivering the ICT Shared Services in a way that is effective, efficient and provides value for money, whilst maintaining resilience and reviewing reports from the ICT Service Delivery Manager on how this may be achieved
- 1.2.4 seek further financial benefits which do not compromise the effectiveness and resilience of the ICT Shared Service
- 1.2.5 to ensure that an annual review of the operation of the Agreement is carried out, using information provided by both Parties to assess the delivery of the Shared Services and the provision of those services within budget. The Board shall consider and make recommendations, as appropriate, on the following matters:
 - i. the quality of the Shared Services, including the extent to which the aims and outcomes of the Agreement have been met and the effectiveness of the Shared Services;
 - ii. the effectiveness of budgetary and financial management arrangements;
 - iii. the effectiveness of systems, processes and procedures;
 - iv. any developments in relevant legislation and policy guidance that may impact on the Shared Services
 - v. forward planning for the development of the Shared Services

1.3 Responsibilities

In performing its role the ICT Shared Service Governance Board shall:

- 1.3.1 consider further opportunities for partnership working and synergies where this represents opportunities and benefits,
- 1.3.2 determine and ensure the sharing of the financial benefits relating to the ICT Shared Services on a fair basis between the Parties that minimises unnecessary costs,
- 1.3.3 review requests for change in relation to the Agreement,

1.3.4 receive and consider disputes where escalated to the ICT Shared Service Governance Board.

1.4 Membership

The ICT Shared Service Governance Board shall be comprised of the following representatives:

1.4.1 Principal Officer responsible for ICT from Cambridgeshire Fire and Rescue Service,

1.4.2 Principal Officer responsible for ICT from Bedfordshire Fire and Rescue Service,

1.4.3 Head of ICT from Cambridgeshire Fire and Rescue Service,

1.4.4 Head of ICT from Bedfordshire Fire and Rescue Service,

1.4.5 ICT Shared Services Manager,

1.4.6 Other members who are co-opted as required and agreed by the Parties,

1.4.7 Substitutions may be made as necessary.

1.5 Chairmanship

The ICT Shared Services Governance Board shall be chaired by the Principal Officers of both Parties, with the chairmanship being rotated alternately on a meeting by meeting basis.

1.6 Frequency of Meetings

The ICT Shared Services Governance Board shall meet at least four times in each financial year. Additional meetings may be organised as necessary with the agreement of both Parties.

1.7 Quorum

The ICT Shared Service Governance Board shall be quorate for decisions where the Principal Officers of each Party, or their agreed substitutes, are present.

1.8 Decision making

The parties shall ensure that their representatives at the meetings of the ICT Shared Services Governance Board have the necessary delegated authority for decision making. Decisions shall be reached on a unanimous basis and the only voting representatives shall be the Principal Officers of each Party.

1.9 Support

The ICT Shared Services Governance Board shall be serviced by the Party hosting the meeting.

TO: Policy and Resources Committee

FROM: Deputy Chief Executive Officer - Matthew Warren

PRESENTING OFFICER(S): Deputy Chief Executive Officer - Matthew Warren
Telephone: 01480 444619
matthew.warren@cambsfire.gov.uk

DATE: 14 December 2017

FIRE AUTHORITY BUDGET 2018/19

1. Purpose

- 1.1 The purpose of this report is to present the Policy and Resources Committee with the draft budget and precept for 2018/19.

2. Recommendation

- 2.1 The Committee is asked to endorse the draft budget and approve that the Service consults on the proposed precept increase (attached at Appendix 1).

3. Risk Assessment

- 3.1 **Economic/Political** – the efficiency plan was approved and the current comprehensive spending review period cuts are forecast to be achieved. The budget will need to be set at a level that falls within the efficiency plan and keeps council tax increases within defined capping limits.

4. Background

- 4.1 The draft budget book is subject to change owing to final figures being unavailable for council tax collection funds and non-domestic rates from each district; some internal adjustments may also be required during the draft stage.
- 4.2 In addition, the Service is still waiting for Government to confirm final grant settlement figures for 2018/19. It is anticipated that these will be received week commencing 11 December 2017. The final budget will be presented to the Fire Authority for approval in February 2018, along with feedback from the budget consultation process.

BIBLIOGRAPHY

Source Document	Location	Contact Officer
Budget book 2018/19	HQ Hinchingsbrooke Cottage Brampton Road Huntingdon	Matthew Warren 01480 444619 matthew.warren@cambsfire.gov.uk



**CAMBRIDGESHIRE
& PETERBOROUGH
FIRE AUTHORITY**

BUDGET BOOK 2018/19

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Budget Overview

Background

The funding formula for 2018/19 contains:

- Revenue Support Grant; and
- Baseline Funding (Business Rates);

Revenue Support Grant

The Revenue Support Grant has been reduced by £1.440 million, over that received in 2017/18. This is in keeping with the Government Strategy that will see all Local Government receive no Revenue Support Grant past this Comprehensive Spending Review period.

Localised Business Rates

All single purpose fire and rescue authorities are funded through a two percent share of each district or unitary council's business rates income and topped up by central government. A safety net and tariff/top-up is applied to this funding to ensure no service makes excess gains or losses through this funding. The funding for Cambridgeshire Fire was impacted by a top up adjustment of £2.320m through this adjustment mechanism. This top-up offset the loss of Revenue Support Grant.

Comprehensive Spending Review (CSR) – pressures and savings

The most recent CSR, which takes us to 2019/20, presents significant financial challenges for the Authority. Grant cuts along with inflationary pressures will result in a total pressure of £3.870 million. There are also pressures from a mandated apprenticeship levy and increased business rates.

The Service established a project which has focussed on making cost savings to balance the budget over the four year period. This is now forecast to be achieved, these savings, when taken alongside increases in Band D taxbase and a 1.9% increase in council tax, enables us to achieve a balanced budget for 2018/19.

What does it mean?

In summary the Authority will receive a total grant, including Business Rate Contributions, of £9,128k.

The Revenue Support Grant and Business Rate Contributions represent £6,808k of this total. This is a reduction of £553k over the grant received in 2017/18, equivalent to 7.5%.

The budget has been prepared for the medium term after making a number of assumptions, which are:

- A 1.9% increase in Council Tax for 2018/19;
- Non pay inflation will be 1%

The detailed medium term estimates for the next five financial years, as shown on page 4, include assumptions on the current Comprehensive Spending Review.

The Budget Build-up: Revenue Expenditure

The budget is built using the input of each budget holder; each budget is reviewed and amended at specific budget holder and finance meetings. The information from each group is then consolidated into the final budget.

Summary of Revenue Expenditure

2017/18 Budget £000		2018/19 Budget £000
	Expenditure	
21,763	Employees	22,338
1,401	Premises	1,401
4,437	Supplies and Services	4,456
438	Transport	453
143	Agency Costs	145
1,577	Capital Financing	1,184
29,759	Total Expenditure	29,977
-1,772	Income	-1,863
27,987	Net Expenditure	28,114

Attached at Appendix 2 is a detailed expenditure forecast.

Inflation

The anticipated costs of inflation between 2017/18 and 2018/19 are £639k, an average of 2.3%.

Pay awards for employees is forecast at 2%.

Financing the Budget

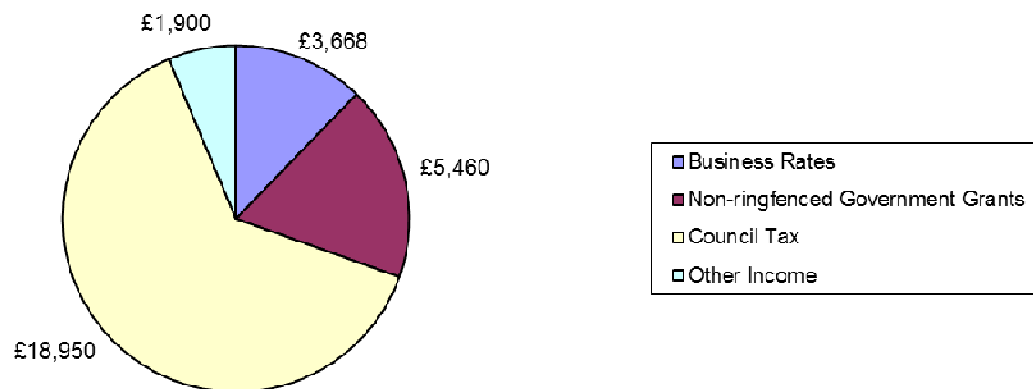
	£'000	%
Adjusted Budget 2017/18	27,987	
Inflation and Pressures	639	2.3
Budget Variations	84	0.3
Service pressures/efficiencies	-596	-2.1
Budget Requirement 2018/19	28,114	
Less:		
Transfer from reserves	-36	
Revenue Support Grant & NNDR	-9,128	
Recommended Precept 2018/19	18,950	

The following page shows the medium term revenue forecast detailing the anticipated budget requirements and the indicative Authority tax rates for 2018/19 to 2019/20.

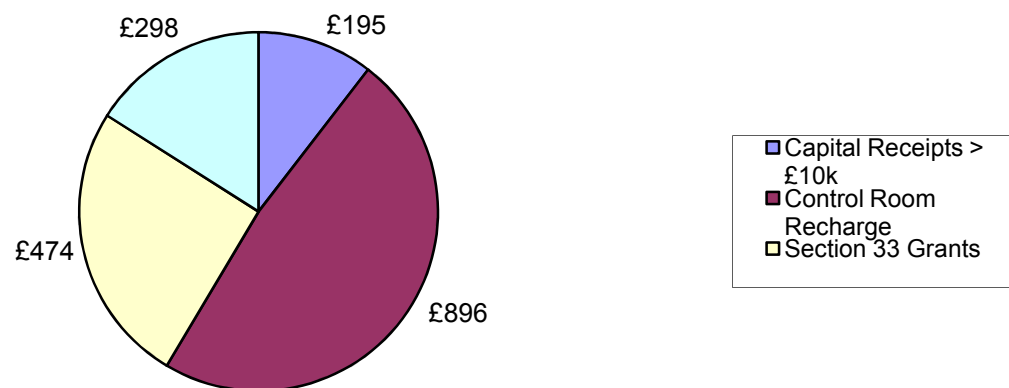
Appendix 1

	Estimate	2018/19	Forecast	Forecast
	£'000	Incr. %	2019/20	2020/21
			£'000	£'000
Budget (previous year)	27,987		28,114	28,402
Wholetime Firefighters Pay	305			
Retained Firefighters Pay	67			
Fire Control Pay	41		0	0
Local Government Employees Pay (LGEs)	113		-7	0
Insurance	42			
Other Price inflation	71			
Inflation	639	2.3%	492	505
LGE Staff	68			
Control Room Staff	-9			
Firefighters	-56		0	
Operational Activity	17		0	
Capital Charges	-5		-5	11
Other	69		-77	22
Budget Variations	84	0.3%	-82	33
Service Pressures/Efficiency Savings				
Budget Holder Savings	-596	-2.1%	-122	-25
Service Pressures/Efficiency Savings	-596	-2.1%	-122	-25
Budget Requirement	28,114	0.5%	28,402	28,915
Less:				
RSG	-3,140		-2,750	-2,750
Top-up Grant	-2,320		-2,400	-2,240
National Non-domestic Rates	-3,668		-3,700	-3,820
Transfer from reserves	-36		-36	
Fire Authority Precept	18,950		19,516	20,105
Tax Base	278,510		281,251	284,209
Band D Tax	£68.04		£69.39	£70.74
Year on Year Increase	1.89%		2.0%	1.9%

How we are funded (£'000)



Analysis of other income (£'000)



The Budget Build-up: Capital Expenditure

The Prudential Code, introduced as part of the Local Government Act 2003, requires authorities to ensure capital expenditure is both prudent and affordable.

The Capital Budget for 2018/19 amounts to £3.494m and is summarised below:

Schemes	£'000
Vehicles including Fire Appliances	1,676
Property Schemes	1,205
Operational Equipment	263
IT and Communications	350
Total Expenditure	3,494

A schedule setting out the medium term capital programme for 2018/19 to 2021/22 is shown on the next page.

The Capital Programme has been prepared after considering the Authority's Asset Management Plan.

The revenue budget accounts for the financing costs of the schemes in 2018/19 and future years.

A summary of how the Capital Programme will be financed is shown below:

	£'000
Capital Receipts	292
Revenue Contribution	914
Transfer from reserves	2,288
Total Financing	3,494

DRAFT SUMMARY MEDIUM TERM CAPITAL PROGRAMME 2018/19 TO 2021/22

	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000
CAPITAL EXPENDITURE (details – Appendix 3)				
Vehicle Replacement Programme	1,676	1,176	1,843	1,447
Equipment	263	314	209	272
Property Maintenance & Land	1,205	1,211	500	500
IT & Communications	350	350	350	350
TOTAL EXPENDITURE	3,494	3,051	2,902	2,569
FINANCED BY:				
Loan	-	-	625	1302
Capital Receipts	292	201	409	333
Revenue Contribution to Capital Outlay (RCCO)	914	845	1042	934
Transfer from Reserves	2,288	2,005	826	0
Capital Grants	-	-	-	-
TOTAL RESOURCES	3,489	3,008	2,765	2,584

Treasury Management Strategy Statement

The Local Government Act 2003 (The Act), supporting regulations and CLG Guidance require the Authority to 'have regard to' the Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code and the CIPFA Treasury Management Code of Practice to set Prudential and Treasury Indicators for the next three years to ensure that the Authority's capital investment plans are affordable, prudent and sustainable.

The Act therefore requires the Authority to set out its treasury strategy for borrowing and to prepare an Annual Investment Strategy (as required by Investment Guidance subsequent to the Act). This sets out the Authority's policies for managing its investments and for giving priority to the security and liquidity of those investments.

CIPFAs Code of Practice on Treasury Management has been adopted by this Authority. This strategy statement has been prepared in accordance with the Code.

The Overview and Scrutiny Committee has responsibility to ensure the effective scrutiny of the Treasury Management Policy (TMP) and strategies and will be provided with update reports during the year. As a minimum a mid-year report will be presented.

The Act therefore requires the Authority to set out its treasury strategy for borrowing and to prepare an Annual Investment Strategy; this sets out the Authority's policies for managing its investments and for giving priority to the security and liquidity of those investments.

The suggested strategy for 2018/19 in respect of the following aspects of the treasury management function is based upon the Treasury Officers' views on interest rates, supplemented with leading market forecasts provided by the Authority's treasury advisor. The strategy covers:

- The current treasury position;

- Prospects for interest rates;
- Treasury limits in force which will limit the treasury risk and activities of the Authority including Prudential and Treasury Indicators;
- The borrowing strategy;
- The Minimum Revenue Provision;
- The investment strategy;
- The credit worthiness policy;
- Policy on the use of external service providers.

It is a statutory requirement under Section 33 of the Local Government Finance Act 1992, for the Authority to produce a balanced budget. In particular, Section 32 requires a local authority to calculate its budget requirement for each financial year to include the revenue costs that flow from capital financing decisions. This therefore means that increases in capital expenditure must be limited to a level whereby increases in charges to revenue from:

- increases in interest charges caused by increased borrowing to finance additional capital expenditure and;
- any increases in running costs from new capital projects are limited to a level which is affordable within the projected income of the Authority for the foreseeable future.

Appendix 1

It is a statutory duty under Section 3 of the Local Government Act 2003 and supporting regulations, for the Authority to determine and keep under review how much it can afford to borrow. The amount so determined is termed the “Affordable Borrowing Limit”. The Authorised Limit represents the legislative limit specified in the act.

The Authority must have regard to the Prudential Code when setting the Authorised Borrowing Limit, which essentially requires it to ensure that total capital investment remains within sustainable limits and in particular, that the impact upon its future Authority tax levels is ‘acceptable’.

Whilst termed an “Affordable Borrowing Limit”, the capital plans to be considered for inclusion incorporate those planned to be financed by both external borrowing and other forms of liability, such as credit arrangements. The authorised limit is to be set, on a rolling basis, for the forthcoming financial year and two successive financial years.

The following Prudential and Treasury Indicators are relevant for the purposes of setting an integrated treasury management strategy.

	2018/19 £m	2019/20 £m	2020/21 £m
Affordable Borrowing Limit			
Total Budget excl. capital	26.930	27.292	27.597
Total Budget incl. capital	28.114	28.402	28.915
Difference	1.184	1.110	1.318
Band D Impact	£4.25	£3.95	£4.64
Band D Authority Tax	£68.04	£69.39	£70.74
Band D Increase	£1.26	£1.35	£1.35

	2018/19 £m	2019/20 £m	2020/21 £m
Capital Requirement	3.901	3.777	3.659
Operational Boundary	3.333	3.333	3.334
Authorised Limit	4.833	4.833	4.834
Upper limit for fixed rate interest exposure	100%	100%	100%
Upper limit for variable rate interest exposure	100%	100%	100%

	Upper Limit	Lower Limit
Maturity Structure of new Fixed Rate borrowing in 2015/16:		
Under 12 months	100%	0%
12 to 24 months	100%	0%
24 months to within 5 years	100%	0%
5 to 10 years	100%	0%
10 years and above	100%	0%

The Authority's current portfolio position at 30/11/17 comprised:

	Source	Principal £m	Rate
Fixed Rate Funding	PWLB	1.700	4.25%
Fixed Rate Funding	PWLB	1.500	4.55%
Gross Debt		3.200	
Total Investments		18.953	
Net Investment		15.753	

The anticipated borrowing requirements of the Authority are detailed below:

	2018/19 £m	2018/19 £m	2019/20 £m	2020/21 £m
New Borrowing	0	0	0	0.625
Alternative Financing	0	0	0	0
Replacement Borrowing	0	0	0	0
Total	0	0	0	0.625

Prospects for Interest Rates

The Authority has appointed Link Asset Services, as treasury adviser to the Authority and part of their service is to assist the Authority to formulate a view on interest rates. The following gives the Sector central view.

Sector Bank Rate Forecasts for financial year ends (March)

- 2017/ 2018 0.50%
- 2018/ 2019 0.75%
- 2019/ 2020 1.00%
- 2020/ 2021 1.25%

* In the longer term PWLB 50 year rates are expected to remain at 2.7% until March 2017 before rising gently until it reaches 3.0% in March 2019. The 25 year rate is expected to remain at 2.9% until March 2017 and rise further reaching 3.2% by March 2019. The 5 year rates are expected to remain at 1.6% until March 2017 then to gradually rise to reach 1.8% by March 2019.

*The Monetary Policy Committee, (MPC), increased Bank Rate from 0.25% to 0.50% on 2nd November in order to counteract what it forecast was going to be a sharp slowdown in growth in the second half of 2016. It also gave a strong steer that it was likely to cut Bank Rate again by the end of the year. However, economic data since August has indicated much stronger growth in the second half 2016 than that forecast; also, inflation forecasts have risen substantially as a result of a continuation of the sharp fall in the value of sterling since early August. Consequently, Bank Rate was not cut again in November or December and, on current trends, it now appears unlikely that there will be another cut, although that cannot be completely ruled out if there was a significant dip downwards in economic growth. During the two-year period 2017 – 2019, when the UK is negotiating the terms for withdrawal from the EU, it is likely that the MPC will do nothing to dampen growth prospects, (i.e. *by raising Bank Rate), which will already be adversely impacted by the uncertainties of what form Brexit will eventually take.

Appendix 1

Accordingly, a first increase to 0.50% is not tentatively pencilled in, as in the table above, until quarter 2 2019, after those negotiations have been concluded, (though the period for negotiations could be extended). However, if strong domestically generated inflation, (e.g. from wage increases within the UK), were to emerge, then the pace and timing of increases in Bank Rate could be brought forward.

Economic and interest rate forecasting remains difficult with so many external influences weighing on the UK. The above forecasts, (and MPC decisions), will be liable to further amendment depending on how economic data and developments in financial markets transpire over the next year. Geopolitical developments, especially in the EU, could also have a major impact. Forecasts for average investment earnings beyond the three-year time horizon will be heavily dependent on economic and political developments.

Borrowing Strategy

The Authority is currently maintaining an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with loan debt, as cash supporting the reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as investment returns are low and counterparty risk is high.

This Authority's total investments exceed gross debt with net investments of £15,753m. The general aim of this treasury management strategy is to reduce this total over the next three years in order to reduce the credit risk incurred by holding investments. Another factor which will be carefully considered is the difference between borrowing rates and investment rates to ensure the Authority obtains value for money once an appropriate level of risk management has been attained to ensure the security of its investments.

Against this background and the risks within the economic forecast caution will be adopted with the 2018/19 treasury operations - the aim will be to minimize debt interest costs. The Treasurer, in conjunction with the Authorities treasury advisor, will continually monitor the interest rate market and adopt a pragmatic approach to changing circumstances.

The Authority will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be considered carefully to ensure value for money can be demonstrated and that the Authority can ensure the security of such funds. Borrowing in advance of need will only be undertaken where there is a clear business case for doing so for the current capital programme or to finance future debt maturities.

Investment Policy

The Authority will have regard to the DCLG's Guidance on Local Government Investments, ("The Guidance") and the 2011 revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes, ("the CIPFA TM Code"). The Authority's investment priorities are:

- the security of capital;
- the liquidity of its investments.

The Authority will also aim to achieve the optimum return on its investments commensurate with proper levels of security and liquidity. The risk appetite of this Authority is low in order to give priority to security of its investments.

The borrowing of monies purely to invest or on-lend and make a return is unlawful and this Authority will not engage in such activity.

Investment instruments used in the financial year will be selected in accordance with the Treasury Management Policy and advice from the Authority's treasury advisors. Counterparty limits will be as set through the Authority's Treasury Management Policy.

Creditworthiness Policy

This Authority uses the creditworthiness service provided by Sector Treasury Services. This service uses a sophisticated modelling approach with credit ratings from all three rating agencies - Fitch, Moodys and Standard and Poors, forming the core element. 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;

- sovereign ratings to select counterparties from only the most creditworthy countries.

This modelling approach combines credit ratings, credit watches, credit outlooks and CDS spreads in a weighted scoring system for which the end product is a series of colour code bands which indicate the relative creditworthiness of counterparties. These colour codes are also used by the Authority to determine the duration for investments and are therefore referred to as durational bands. The Authority is satisfied that this service now gives a much improved level of security for its investments. It is also a service which the Authority would not be able to replicate using in house resources.

Ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate.

All credit ratings will be monitored regularly and always before an investment is made. The Authority is alerted to changes to ratings of all three agencies through its use of the Sector creditworthiness service.

- If a downgrade results in the counterparty/investment scheme no longer meeting the Authority's minimum criteria, its further use as a new investment will be withdrawn as soon as is possible.
- In addition to the use of Credit Ratings the Authority will be advised of information in movements in CDS 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.

The Authority will only use approved counterparties from countries with a minimum sovereign credit rating of AA- from Fitch Ratings, (or equivalent from other agencies if Fitch does not provide).

Investments Strategy

Bank Rate was increased to 0.50% in November 2017 and is expected to remain at 0.50% in Quarter 4 of 2018.

Owing to the low returns on investments reserves will be used to finance future capital expenditure, rather than taking out further loans, thereby securing future savings by reducing the requirement for debt financing.

At the end of the financial year, the Authority will report on its investment activity as part of its annual Treasury Report.

Treasury Management Consultants

The Authority uses Sector Treasury Services as its external treasury management advisers.

The Authority recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon our external service providers.

It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Authority will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented and subjected to regular review.

Scheme of Delegation and Role of Section 151 Officer

This Authority delegates responsibility for the implementation and regular monitoring of its treasury management policies and practices to the Resources Committee. The execution and administration of treasury management decisions is delegated to its Treasurer who will act in accordance with the organisation's policy statement and TMPs and if he/she is a CIPFA member, CIPFA's Standard of Professional Practice on Treasury Management.

This organisation nominates the Resources Committee to be responsible for ensuring effective scrutiny of the treasury management strategy and policies.

Minimum Revenue Provision Policy Statement

The Authority is required to pay off an element of its accumulated capital spend each year through a revenue charge. This is called the minimum revenue provision.

The Authority implemented CLG's Minimum Revenue Provision, (MRP), guidance in 2008/09 and will assess its MRP for 2018/19 in accordance with the main recommendations contained within the guidance issued by the Secretary of State under section 21(1A) of the Local Government Act 2003.

A substantial proportion of the MRP for 2018/19 relates to pre April 2008 debt liability that will continue to be charged at the rate of 4%, in accordance with option 2 of the guidance. Certain expenditure reflected within the debt liability at 31 March 2017 will under delegated powers be subject to MRP under option 3, which will be charged over a period which is reasonably commensurate with the estimated useful life applicable to the nature of expenditure, using the equal annual instalment method. For example, capital expenditure on a new building, or on the refurbishment or enhancement of a building, will be related to the estimated life of that building.

Estimated life periods will be determined under delegated powers. To the extent that expenditure is not on the creation of an asset and is of a type that is subject to estimated life periods that are referred to in the guidance, these periods will generally be adopted by the Authority. However the Authority reserves the right to determine useful life periods and prudent MRP in exceptional circumstances where the recommendations of the guidance would not be appropriate.

As some types of capital expenditure incurred by the Authority are not capable of being related to an individual asset, asset lives will be assessed on a basis which most reasonably reflects the anticipated period of benefit that arises from the expenditure. Also, whatever type of expenditure is involved, it will be grouped together in a manner which reflects the nature of the main component of expenditure and will only be divided up in cases where there are two or more major components with substantially different useful economic lives.

Chief Financial Officer's Statement

Statutory Declarations

Chief Financial Officer's Statement

Section 25 of the Local Government Act 2003 requires that an Authority's Chief Financial Officer reports to the Authority when it is considering its budget and Authority tax. The report must deal with the robustness of the estimates and the adequacy of reserves allowed for in the budget proposals, so that Members will have authoritative advice available to them when they make their decisions.

Section 25 also requires members to have regard to the report in making their decisions.

Robustness of Estimates

The budget process has involved members, the Senior Management Team and all budget holders within the Service. The finance team has assisted all budget holders in a thorough scrutiny and challenge of the budget recommended to the Authority.

The Budget Book details and explains all Service pressures, as well as identifying areas for savings. These pressures and savings have been incorporated into the Medium Term Financial Plan.

In coming to a decision to include funding for unavoidable service pressures and savings in the budget, specific financial risks were identified. It is anticipated that these risks can be managed using contingencies and, if necessary, reserves. This is consistent with the Authority's Medium Term Financial Strategy.

The budget has been subject to extensive consultation. A press release was sent to all media outlets in Cambridgeshire. The news release was also published on the Authority's website with details of how comments on the budget proposals could be made.

In my view, the robustness of the estimates has been ensured by the budget setting process, which has enabled all practical steps to be taken to identify and make provision for the Fire Authority's commitments in 2018/19.

Adequacy of Reserves

CIPFA has published a Guidance Note on Local Authority Reserves and Balances; it is the responsibility of the Treasurer to advise the Authority concerning the level of reserves and the protocols for their establishment and use.

Reserves are required to provide the Authority with financial flexibility when dealing with unexpected circumstances. Specific reserves should also be set aside to provide for known or predicted liabilities.

The Authority maintains a General Reserve to cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing. It acts as a contingency to be used in the event of unexpected emergencies or unforeseen spending.

At 31 March 2017, the Authority's usable General Reserve balance was £2,423k, representing 8.6% of net revenue budget. The General Reserve will be used in accordance with the Medium Term Financial Strategy.

The Authority also maintains three earmarked reserves to fund known or predicted liabilities. These reserves are a Property Development Reserve to finance the future capital programme relating to properties and avoid borrowing or poor return on investments, a Community Safety Reserve to allow for the continuation of the Home Smoke Alarm Initiative, and an On-call Operations Reserve to provide for any non-controllable changes in the year, relating to on-call operations.

The Property Development Reserve is currently £8,668k. The current rate of return on cash investments is poor and it would therefore be prudent to review property requirements. There are already plans in place to fund the approved capital programme in relation to property, from reserves. The cost of borrowing is greater than the return on cash investments, it is therefore more cost effective to use funds currently held.

A Community Safety Reserve of £200k will be managed as a fund on behalf of the Authority. Release of funds will be subject to a successful bidding process made by partner organisations. Any bid will have to meet success criteria that will be based around community risk reduction.

The On-call Reserve of £975k is being maintained at this level. This will allow release of revenue but provides for any non-controllable changes in the year, relating to on-call operations, to be financed from this reserve.

The level of reserves is important, not only for the budget 2018/19 but also in formulating the Medium Term Financial Strategy.

In my view, if the Fire Authority accepts the proposed budget, then the level of reserves currently held will be adequate.

Proposed Recommendations

1. That approval is given to a Fire Authority budget requirement of £28,114,000.
2. That approval is given to a recommended Fire Authority precept for Authority Tax from District Authorities and Peterborough City Authority of £18,947,519.
3. That approval be given to an Authority Tax for each band of property, based on the number of band D equivalent properties notified to the Fire Authority by the District Authorities and Peterborough City Authority (278,510):

Band	Authority Tax	Band	Authority Tax
A	£45.35	E	£83.15
B	£52.91	F	£98.27
C	£60.47	G	£113.38
D	£68.03	H	£136.06

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

DRAFT DETAILED MEDIUM TERM CAPITAL PROGRAMME 2018/19 TO 2021/22

	2018/19		2019/20		2020/21		2021/22	
	No	£'00	No	£'00	No	£'00	No	£'000
	0		0		0			
Vehicle Replacement Programme								
Water Tender	-	-	3	705	3	705	3	705
Aerial Appliance	1	800	-	-	-	-	-	-
Service Vehicles (Cars)	31	564	17	429	28	499	34	671
Small/Derived Van	2	25	-	-	12	133	2	25
Medium Van's	-	-	2	36	5	90	-	-
Large Van	2	46	-	-	2	46	2	46
Personnel Carrier/MPV	-	-	-	-	1	25	-	-
Rescue Vehicle	-	-	-	-	2	110	-	-
Foam Water Carrier	1	240	-	-	-	-	-	-
Command Support Unit	-	-	-	-	1	235	-	-
Total Vehicle Replacement Programme	37	1,675	23	1,176	54	1,843	41	1,447
Equipment								
Heavy Duty Combi's	10	150	15	225	6	90	11	165
Appliance Ladders	-	-	3	22	3	22	3	22
BA Compressors (Large)	-	-	-	-	-	-	-	-
BA Compressors (Small)	-	-	-	-	-	-	-	-
New workshop ramp	-	-	-	-	1	12	-	-
MARS units	-	-	-	-	-	-	-	-
Thermal Cameras	14	67	14	67	14	67	14	67
Hot Fire Containers	-	-	-	-	-	-	-	-
LPP's (Light Portable Pumps)	-	-	-	-	3	18	3	18
Airbags	15	46	-	-	-	-	-	-
Defibrillators	-	-	-	-	-	-	-	-
Total Equipment	39	263	32	314	27	209	31	272

DRAFT DETAILED MEDIUM TERM CAPITAL PROGRAMME 2018/19 TO 2021/22 (Cont.)

	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000
Property Maintenance & Land				
Cambridge-Reconstruction of dormitories	120	-	-	-
Cottenham-Re-surfacing	-	35	-	-
Dogsthorpe-Reroofing appliance bay	-	100	-	-
Dogsthorpe-Re-surfacing	-	85	-	-
Ely-Relocation of gymnasium	30	-	-	-
Ely-Welfare facilities upgrade	75	-	-	-
Gamlingay-Re-surfacing	-	45	-	-
Kimbolton-Replacement drill tower	-	75	-	-
Linton-Replacement roofing	-	60	-	-
March-Trainingtower repairs	70	-	-	-
Ramsey-Re-surfacing	-	30	-	-
Sawston-Welfare facilities upgrade	50	-	-	-
Sawtry-Removal of tank room	-	25	-	-
Sawtry-Replacement drill tower	-	75	-	-
St Ives-Replacement heating boiler	-	50	-	-
St Ives-Replacement drill tower	75	-	-	-
St Neots-Storage, gym (training)	120	-	-	-
Stanground-Welfare facilities upgrade	35	-	-	-
Thorney-Replacement drill tower	75	-	-	-
Whittlesey-Re-surfacing	-	80	-	-
Whittlesey-Welfare facilities upgrade	55	-	-	-
Wisbech-Smoke house	-	50	-	-
Contingency	500	500	500	500
Total Property Maintenance & Land	1,205	1,210	500	500
IT & Communications				
Essential system enhancements	350	350	350	350
Total IT & Communications	350	350	350	350

2017/18		2018/19
£'000		£'000
	Expenditure	
15,739	Firefighters and Control Room Staff	16,031
5,595	Support Staff	5,834
414	Training	418
54	Other Staff Costs	55
21,802	Total Employee Costs	22,338
323	Repairs and Maintenance	325
263	Heating and Lighting	282
140	Cleaning Contract	155
675	Rents and Rates	639
1,401	Total Premises Costs	1,401
113	Office Equipment and Furniture and Fitting	116
763	IT Equipment	848
381	Clothing and Uniform	382
797	Communications	994
380	Mutual Protection	422
53	Subscriptions	62
32	Corporate Support	33
72	Community Safety	133
76	Fire Protection Expenses	78
114	Health and Safety	117
101	Members Fees	102
0	Fire ServiceCollege	0
68	Audit Fees	70
84	Legal Fees	86
217	Consultant Fees	222
45	Printing and Stationery	46
	Cont.....	

2017/18		2018/19
£'000		£'000
16	Postage	16
71	Travel and Subsistence	72
33	Advertising	34
119	Hydrants/BA Maintenance	122
337	Operational Equipment/Infrastructure	161
0	Authority Savings in advance	0
101	Project Delivery Costs	104
280	Other Supplies and Services	236
4,253	Total Supplies and Services Costs	4,456
65	Car Allowances	65
243	Petrol, Oil and Tyres	255
130	Repair and Maintenance of Vehicles	133
438	Total Transport Costs	453
120	Section 2 and 12 Charges	123
22	Service Level Agreements	22
142	Total Agency Charges	145
1,577	Capital Financing	1,184
1,577	Total Capital Charges	1,184
-236	Capital Receipts > £10k	-195
-831	Control Room Recharge	-896
-267	Section 33 Grants	-474
-292	Other Income	-298
-1,626	Total Income	-1,863
27,987	Net Revenue Expenditure	28,114

**Denotes paragraphs that are still be to updated*

TO: Policy and Resources Committee

FROM: Head of Human Resources - Sam Smith

PRESENTING OFFICER(S): Head of Human Resources - Sam Smith
07717 476176
samantha.smith@cambsfire.gov.uk

DATE: 14 December 2017

CAMBRIDGESHIRE FIRE AND RESCUE SERVICE PROBATION POLICY

1. Purpose

- 1.1 To inform the Policy and Resources Committee on work undertaken to update the probation policy and supporting toolkit and to seek approval for the draft policy in order to allow for its implementation.

2. Recommendation

- 2.1 The Policy and Resources Committee is asked to approve the draft probation policy attached at Appendix 1.
- 2.2 The Policy and Resources Committee is also asked to note the contents of the accompanying management toolkit at Appendix 2.

3. Risk Assessment

- 3.1 **Legal** - implementing a probation policy which is clear and transparent to all will help to significantly mitigate the risk of any legal claim being brought against the Authority in relation to the management of any issues that may arise during an employee's probation period.
- 3.2 **Social** - implementing a transparent probation policy, which applies to all employees, will help to ensure consistency of approach and a feeling of fairness across the organisation. Research shows that this will contribute to employee morale and engagement levels.

4. Background

- 4.1 The current published probation policy applies to support staff only. Any probation issues for operational staff have been managed in accordance with the principles of the published policy however it was recognised that in order to ensure maximum clarity and transparency, the policy should be re-drafted to explicitly apply to all employees.

- 4.2 The draft revised probation policy (Appendix 1) now reflects the processes in place for different groups of staff across the organisation where this is necessary. It has been written with reference to a review of policies from other relevant organisations and best practice.
- 4.3 The draft revised probation policy was first presented to the Policy and Resources Committee last year. At that time, it was still subject to consultation with representative bodies. Members of the Committee requested that this consultation be completed before they considered whether to approve the draft policy. Members also requested that the management toolkit to accompany the draft policy be completed and presented to the Committee for consideration alongside the draft policy.
- 4.4 The representative bodies have agreed to the draft policy and confirmed this in writing.
- 4.5 The supporting management toolkit has now been completed and is attached at Appendix 2.

BIBLIOGRAPHY

Source Documents	Location	Contact Officer
Cambridgeshire and Peterborough Fire Authority Probation Policy (current published version)	Service HQ Hinchingsbrooke Cottage Brampton Road Huntingdon	Sam Smith Head of Human Resources 07717 476176 samantha.smith@cambsfire.gov.uk
Cambridgeshire and Peterborough Fire Authority Probation Policy (draft revised policy)	Service HQ Hinchingsbrooke Cottage Brampton Road Huntingdon	Sam Smith Head of Human Resources 07717 476176 samantha.smith@cambsfire.gov.uk
Cambridgeshire and Peterborough Fire Authority Management Toolkit to support Probation Policy	Service HQ Hinchingsbrooke Cottage Brampton Road Huntingdon	Sam Smith Head of Human Resources 07717 476176 samantha.smith@cambsfire.gov.uk



This document details the policy of Cambridgeshire and Peterborough Fire Authority (the Authority) as implemented by Cambridgeshire Fire and Rescue Service (the Service/CFRS). It replaces all previous policy documents, Service Management and Administration Orders and forms relating to this subject. Its content is based on legislation, nationally and locally agreed terms and conditions and good practice.

This document is effective from **DATE** and should be read in conjunction with the **Probation Toolkit (DMS #476772)**, which provides practical guidance and template documents to support the management of probation issues.

Neither this document nor the **toolkit** can be expected to cover every possible eventuality that may arise in relation to the management of probation issues, and both managers and employees are expected to take a reasonable approach, and seek further advice from the Human Resources Group where necessary. Questions relating to procedure should be addressed to your line manager.

This policy will be reviewed as and when required to reflect business requirements and legislative changes.

Version history

Version	Date	Comments
#DMS 359873 v1	14/01/2015	Non-Uniformed Employees
#DMS 467238 v2	03/02/2017	All employees

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POLICY STATEMENT AND SCOPE

Cambridgeshire Fire and Rescue Service (CFRS) is committed to the effective management of performance at work to ensure the efficient provision of services and the safety and wellbeing of employees and the public.

This policy is designed to help line managers to objectively assess the capabilities of an employee throughout the probation period, and to determine whether or not they meet the required standards in relation to performance, conduct and attendance, and therefore if they are suitable for continued employment.

All appointments at CFRS will be subject to a probation period in line with their terms and conditions of employment. This policy applies to all new employees and includes those that have been appointed following a period of working through an employment agency.

All matters relating to unsatisfactory performance, conduct and / or attendance will be addressed through this policy whilst the employee remains in their probation period.

This policy does not apply to existing CFRS employees who move posts, unless in exceptional circumstances, where an employee has moved into a different role whilst within their probationary period. Please note that employees are advised to discuss any potential internal moves with their line manager before applying to any advertised vacancies, as in most circumstances employees in their probationary period will not be able to apply for advertised posts unless they are in the last two months of a six month fixed term contract.

KEY PRINCIPLES

As defined by ACAS, the aim of the probationary period is to ensure that new employees are provided with sufficient opportunity to demonstrate that they possess the required skills, knowledge and experience to perform effectively in their role. It is also a timeframe in which a new employee can decide to leave if they are unhappy in the role or with the organisation.

The length of the probationary period will be dependent on an employee's role within the organisation and will be set out in their terms and conditions of employment.

It is the responsibility of the direct line manager to make arrangements to meet with an employee early on in their employment. The purpose is to fully communicate their expectations, ensure the requirements of the role (based upon the job description) are clear, and agree specific objectives that will apply during the probation period. For employees within an operational role, the management of the probation period Phase 1 will be the responsibility of



the relevant course leader from Training Centre. When a Firefighter reaches Phase 2, the management of the probation period will be the responsibility of the individual's line manager.

The line manager must meet with the employee on a regular basis throughout the probation period. The purpose is to review performance, conduct and attendance, provide the employee with the opportunity to comment, and/or discuss their perspective on these areas. Also to discuss how they feel they have settled into the organisation, and identify any potential issues and offer support.

Any concerns that a line manager may have regarding performance, conduct or attendance must be communicated to the employee at the earliest opportunity, and not delayed until the end of the probation period.

If during an employee's probation period it is suspected or established that the employee does not have the qualifications, experience or knowledge that he/she claimed to have at the time of recruitment, the line manager should contact the HR Group to discuss further. If evidence suggests that the employee mislead the Service or misrepresented their abilities in any way, the organisation will reserve the right to terminate the contract of employment. This will be conducted in accordance with the Service's Cessation of Employment policy which sets out the statutory three step process.

Line managers must ensure that they give full consideration as to whether or not the employee meets the required service standards of the role and is suitable for continued employment.

In circumstances where there are concerns with an employee's performance, conduct and/or attendance, it may often be appropriate to extend an employee's probationary period to allow opportunity to resolve. The line manager should seek advice from the HR Group and consider if there is genuine evidence to believe that the employee is likely to achieve the required standard within the extended timeframe. It is important to recognise that during any such extended time period the employee is only required to demonstrate competence in the area/s of concern/development. The employee will not be reassessed against areas which have already been deemed competent/satisfactory.

Should it become apparent during the probationary period that an employee is wholly unsuitable to perform within their role, or there are serious concerns surrounding performance, conduct or attendance Cambridgeshire Fire and Rescue Service (CFRS) reserves the right to dismiss an employee at any time during the probationary period. This will be conducted in accordance with the Service's Cessation of Employment policy which sets out the statutory three step process.

Once the probation period has been successfully completed the completed probationary form should be signed by the direct line manager and the



employee. This line manager will then ask their Head of Group for approval. Once this is complete the line manager will send a letter to the employee, on behalf of CFRS confirming successful completion of their probationary period. The line manager should then send the completed form and letter to the HR Group to be saved on the employees PRF.

PROBATION PROCEDURE FLOWCHART

The flowchart on the following page summarises the key steps of the employee probationary process and the responsibilities of those involved in the process are also shown.

The flowchart gives an overview of the procedures to be followed - more detailed guidance to support this flowchart can be found in the following sections and in the [toolkit](#).

If, after reading this document and the toolkit in full, managers require further support and guidance they should contact the HR Group.

FLOWCHART TO BE CREATED AND ADDED

RESPONSIBILITIES OF THE LINE MANAGER

It is the line manager's responsibility to manage and support the employee during their probationary period and provide opportunity to develop, cognisant of differing individual learning styles. It is important to ensure that there is consistency and that the employee has a main point of contact throughout their probation period.

The process for managing the probation period is dependent on the employee's role and training requirements; for more information please see the [toolkit](#). It is important to remember that special considerations will need to be taken when arranging performance review meetings for employees within an operational role and for those that are based at training centre with a role that requires assessments and/or intensive training, where specific objectives will be set in line with the Phase 1 and Phase 2 assessments.

It is recommended that the line manager makes arrangements to meet with the employee during the first two weeks of employment to establish performance, conduct and behavioural expectations as set out in CFRS policy. This meeting could be an extension of a regular one-to-one meeting, or the line manager may prefer to arrange a separate meeting.

The line manager should normally set objectives that will apply for the duration of the probationary period, and discuss any training or other support that may be required to enable the employee to be able to meet the expectations of the role and the objectives set. For guidance on setting SMART objectives see [DMS # 200892](#).



PROBATIONARY REVIEW PROCEDURES

Line managers are required to evaluate an employee's performance, conduct and attendance on a frequent basis throughout the probation period, in order to best support the employee, and in order to be able to promptly identify any issues concerning the employee's ability to meet the required standards of the role

It is good practice for the line manager to arrange each probationary review meeting in advance. This will give the employee plenty of notice that a review meeting will be taking place, and will provide both the line manager and employee with time to fully prepare for each stage of the probationary review process.

Allowing sufficient time to conduct a probationary review meeting is key at each stage of the process, as this will help ensure that a productive meeting takes place with the full engagement of the employee.

Probationary review meetings should take place in an environment that is private and away from disruptions. It is important that the employee has the full attention of the line manager and that no interruptions take place unless absolutely necessary.

The discussion that takes place during a probationary review meeting should be balanced, giving positive feedback on key achievements and recognition for areas in which the required standard is being reached alongside discussing in detail any areas where further training, support or coaching may be required. Line managers should encourage a two-way conversation, ensuring that meetings also provide the employee with the opportunity to feedback on aspects of their role, and how they feel that are settling into the organisation.

It is essential that the line manager keeps a clear record of the employee's performance, conduct and attendance at each stage of the probationary review process, to include any updated or amended objectives.

The specific process which the line manager is required to follow when recording the details of the probationary review meeting will be entirely dependent on the role of the employee as outlined in the [toolkit](#).

EXTENSION OF PROBATIONARY PERIOD

In circumstances where there are concerns with an employee's performance, conduct or attendance, and therefore their suitability for continued employment, it may often be appropriate to extend the probationary period to allow an opportunity for resolution.

Before any consideration to extend a probationary period can be made, it is essential that the direct line manager has sufficient **factual** evidence to support the reasons as to why an extension should be considered.



The evidence to support an extension to a probation period will depend entirely on the role of the employee, but the overarching principal is that the line manager should be able to clearly demonstrate the areas where performance, conduct or attendance is of concern. Furthermore, the line manager must genuinely believe that with additional training or coaching, the employee will reach the required standards within the realistic extended timeframe.

The line manager must seek advice from the HR Group, and the decision to extend a probation period should be made at least 4 weeks prior to the end of the original probationary period. It is noted that sometimes this may not be possible e.g. if an operational firefighter has failed a 24 month assessment.

Where it is decided to extend an employee's probationary period, the HR Group will set out the terms of the extension in writing. Please see the [toolkit](#) for more guidance.

Extensions to the probation period should not be granted if there is substantial evidence to support a belief that it is unlikely that the employee will reach the required standards of the role. Extending the probation period would be unfair on the employee and would only delay the inevitable termination of employment.

DEALING WITH PERFORMANCE, CONDUCT OR ATTENDANCE ISSUES DURING THE PROBATIONARY PERIOD

It is essential that any identified performance, conduct or attendance issues are dealt with promptly during the probation period, are substantiated with evidence, and clearly communicated to the employee at the earliest opportunity. By tackling identified issues and communicating performance concerns as and when they occur, the employee will be explicitly clear about any areas where improvement is needed.

Addressing any performance, conduct or attendance concerns should **not** be left until the end of the probationary period; they should be addressed in a timely fashion as they arise, through normal probationary review meetings. If sufficient progress is not being made, or if there are significant concerns, the line manager should seek advice from the HR Group about calling the employee to attend a formal probationary review meeting.

Please refer to the [toolkit](#) for more guidance.

The employee **must** be made aware at this stage of the potential implications of failing to reach a satisfactory level of performance, conduct or attendance, and in particular that this may result in the termination of their employment. If any such concerns arise, the line manager will recommend to the employee to contact their trade union representative at the earliest opportunity for support.



PROBATION POLICY AND PROCEDURE

Line managers must keep detailed record of everything discussed at a formal probationary review meeting, and confirm the outcome of the meeting in writing to the employee. Please refer to the [toolkit](#) for more guidance.

Note that in most situations, it is recommended to hold a first formal probationary review meeting with an employee before progressing to a final formal meeting to consider the employee's continued employment. However, in situations where there is factual evidence of significant unsuitability for continued employment, CFRS reserves the right to proceed immediately to a final formal probationary review meeting. For operational staff, this includes failure to complete mandatory elements of operational training and assessment in the necessary timeframes.

If there is not sufficient progress in an agreed time frame following a first formal probationary review meeting, the line manager should seek advice from the HR Group as to if it would be appropriate to proceed to a final formal probationary review meeting, an outcome of which may be the termination of the individual's employment.

Please see section below headed "Termination of employment" for more information.



SUCCESSFUL COMPLETION OF PROBATION PERIOD

In situations where the line manager is satisfied with the employee's progress throughout their probation period and intends to confirm the employee in post, it is recommended that the final probation review meeting is conducted no less than 4 weeks prior to the end of the probationary period. The HR Group will send a reminder to the direct Line Manager advising that the employee's probationary period is due to expire, and that a formal meeting with the employee must be arranged to discuss their performance throughout the probationary period and suitability for continued employment. A record of the discussion, including any comments from the employee should be made on the probation form, please refer to the [toolkit](#) for the correct form to use, depending on the employee's role.

The completed form should be signed by the direct line manager and the employee. This line manager will then ask their Head of Group for approval. Once this is complete the line manager will send a letter to the employee, on behalf of CFRS confirming successful completion of their probationary period. The line manager should then send the completed form and letter to the HR Group to be saved on the employees PRF.

TERMINATION OF EMPLOYMENT

If an employee's performance, conduct and/or attendance during their probationary period is deemed unsatisfactory, despite additional training, support and guidance from the line manager. If it is genuinely felt unlikely that further training or coaching would lead to a satisfactory level of improvement within an appropriate timeframe, the line manager should consult with the HR Group. This will be to determine if it would be appropriate to hold a final formal probationary review meeting to consider if the employee's contract of employment should be terminated.

In most situations, it is recommended that the employee is provided with the opportunity to complete their probationary period in order to ensure that they have been given every reasonable opportunity to meet the required standards of performance, conduct and / or attendance. However, in situations where there is factual evidence that clearly suggests that the employee is wholly unsuitable for continued employment, Cambridgeshire Fire and Rescue Service reserves the right to dismiss an employee at any time during the probationary period. This will follow a statutory three step process as set out in the toolkit.

Line managers **must** consult with the HR Group before proceeding to a final formal probationary review meeting which will consider the possible termination of employment. For more guidance on the procedure to be followed, please refer to the [toolkit](#).

The employee must be notified in writing of the details of the final formal probationary review meeting and provided with a minimum of 7 calendar days'



notice. The employee has the right to be accompanied to a formal probationary review meeting by a Trade Union representative, or a colleague of their choice from Cambridgeshire Fire and Rescue Service.

Because the meeting will consider the employee's possible dismissal, the meeting must be chaired by an Area Commander or a Director.

The outcome of the meeting will be confirmed to the employee in writing within 7 calendar days of the meeting. A copy will also be sent via work e-mail.

APPEAL AGAINST TERMINATION OF EMPLOYMENT

Employees have the right to appeal against the decision to terminate their employment due to a failure to meet expected standards of performance, conduct and / or attendance during the probationary period. An appeal must be made in writing within 7 calendar days of receiving written notification confirming the decision to terminate the contract of employment. However, if there is an unreasonable delay in the employee receiving the written notification, (for example, the employee does not pick up the letter from the post office until two weeks after it was sent) this will not extend the appeal deadline unnecessarily.

The appeal will be heard by a higher level of manager than the one who heard the original formal probationary review meeting and who has the authority to amend the original decision if appropriate. The appeal manager will also be someone who has not been involved in the process to date.

The employee must be notified in writing of the details of the appeal meeting (which will be held as soon as is reasonably possible) and provided with a minimum of 10 calendar days' notice. The employee has the right to be accompanied to an appeal meeting by a Trade Union representative, or a colleague of their choice from Cambridgeshire Fire and Rescue Service.

For more guidance on the procedure to be followed, please refer to the [toolkit](#).

The outcome of the appeal hearing must be confirmed in writing to the employee within 7 calendar days of the meeting.

The decision of the appeal hearing manager is final, and there is no further right to appeal.



Probation Toolkit

This toolkit is designed to provide managers with practical procedural guidance and DMS hyperlinks to template documents to support them in the management of probation periods. It is also useful for the employee to understand more about how their probation period will be managed, and in particular how any issues that may arise will be dealt with.

This toolkit should be read in conjunction with the [probation policy](#).

Version	Date	Comments
1.0	01/12/2017	

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RELEVANT DMS DOCUMENTS REFERRED TO IN THIS TOOLKIT

Document and Forms	DMS Number
Probation policy and procedure	467238 v2
Probation review form	<u>274598</u>
Objective setting guidance	<u>200892</u>
Template of performance plan	<i>To be added</i>
Template of a probation review meeting	<i>To be added</i>

Template Letters	DMS Number
Invite to First Formal Probation meeting – support staff	<i>To be added</i>
Invite to Second Formal Probation meeting – support staff	<i>To be added</i>
Confirmation of passing probation period – support staff	<i>To be added</i>
Invite to First Formal Probation meeting – operational staff	<i>To be added</i>
Invite to Second Formal Probation meeting – operational staff	<i>To be added</i>
Outcome of First Formal Probation meeting – all staff	<i>To be added</i>
Outcome of Second Formal Probation meeting – all staff	<i>To be added</i>

INTRODUCTION

A probation period is a contractual obligation which forms part of the terms and conditions of employment. All new employees will have a probation period; the purpose is to allow the employee the opportunity to demonstrate that they possess the required skills, knowledge and experience to perform effectively in their role.

Broadly, the good management of an employee's probation period should be about:

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- Objective setting – clarifying expectations at the outset of the process
- Continuous feedback from the line manager to the employee, and vice versa, with regards to development areas and strengths during 1-2-1 review periods
- Measuring progress against the original job description and person specification.
- Regular coaching
- On-going assessment

The length of a probation period will differ depending on an employees' contract:

Employee's role	Length of probation period
Support	6 months
Firefighter	24 months
Combined Fire Control Firefighter	35 months

Although the Service will always endeavour to work with employees to support them to successfully complete their probation period, please note that the Service does reserve the right to terminate the contract of employment of any employee whose qualifications, knowledge and experience does not match the information provided at interview. The Service also reserves the right to terminate an employee's contract of employment at any time should it become apparent during the probation period that the employee is wholly unsuitable for the role, or serious concerns emerge surrounding the employee's conduct. Advice should always be sought from HR in these circumstances.

ROLES AND RESPONSIBILITIES

Line managers

During an employee's probation period, a line manager has a responsibility to:

- Monitor and review employee's progress against objectives set based on their job description / role map.
- Ensure the employee is aware of their own responsibilities throughout the probation period.
- Offer support and guidance to the employee to overcome any difficulties they may have.
- Prepare adequately beforehand all meetings by reviewing employee achievements and outstanding goals.
- Prepare feedback on work completed.
- Seek support and advice as appropriate to be able to best manage the employee through their probation period (see below).



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- Update probation documents and send paperwork to HR where appropriate

Please note that for operational staff, the line management function will be fulfilled by the relevant course leader from Training Centre.

Employees

During their probation, an employee has a responsibility to:

- Attend all probation review meetings.
- Prepare adequately before all meetings by reviewing achievements and outstanding goals.
- Update their probation plan after every review meeting. (The employee's manager will advise if this is relevant. For CFC this will be the log of contact and the Assessment Planning Form).
- Complete any action points agreed with their manager (e.g. training, skills development).
- Highlight any areas of concern to their line manager immediately.

SUPPORT FOR MANAGERS AND EMPLOYEES DURING THE PROBATION PERIOD

Advice, guidance and support is available for both managers and employees during the probation period from a number of sources:

HR Group

The Human Resources Group can offer support and guidance to managers in terms of understanding and implementing the policy and procedure. At the formal stages of the policy the presenting manager and hearing manager will be supported by an HR representative. If you are unsure about any aspect of the probation process, please contact the HR Group.

Please [click here](#) to access the contact details and further information on the HR Department on the intranet.

Training and Development Group

The Training and Development Group can provide information on training for core skills such as BA/BAR, IC and IOC training matters. They may be able to provide you with training suggestions and solutions to issues raised during the probation period.



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Please [click here](#) to access contact details and further information on the Training Group on the intranet.

Occupational Health

Referrals to Occupational Health (OH) should be considered in instances of:

- Persistent short-term absence (to understand if there are any underlying medical reasons).
- Long-term absence.
- Other instances where medical advice may be required, e.g. management of on-going known health issues.
- Concerns regarding an employee's health and wellbeing.

An employee does not have to be absent from work for a referral to take place; therefore it is sometimes advisable to make a referral to OH if a probation issue has arisen. **Click here** to access the relevant form to make a referral to Occupational Health.

Please [click here](#) to access the contact details and further information on Occupational Health.

Welfare Advisor

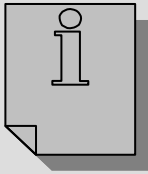
CFRS employs a Welfare Advisor to support its employees and managers. If you have any concerns or issues from a welfare perspective, you may contact the Welfare Advisor on 07900 267923.

Employee Assistance Programme (EAP)

Employees and managers may also find the Employee Assistance Programme (EAP) helpful. The EAP is in place to provide access to confidential information and counselling, and is designed to help employees deal with problems, whether big or small, personal or work related. The EAP can also provide support to managers who are dealing with a difficult or sensitive issue at work.

Employees can contact the independent EAP service 24 hours a day, 365 days a year and as many times as you feel necessary. Most issues can be resolved via the Helpline Support or via on-line information. However, if employees need more specialist support there is a facility where they can be referred for face-to-face counselling support for up to 6 sessions. The EAP can be contacted via the telephone helpline on 01489 553000, or by visiting the website **<http://eap.rightcorecare.co.uk>**.

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Hints and tips for managers

- Always consider if there are any underlying issues affecting the individual's performance.
- Make sure you are aware of the support mechanisms for both your employees and yourself as a manager.

RECORD KEEPING

Notes should be taken of what is discussed at every stage of the probation process; a copy should be forwarded to the Human Resources Group to add to the employee's PRF for all formal hearings.

Review meeting notes provide the evidence that appropriate support and coaching has been provided by the line manager

Records should include:

- Action plans and objectives set
- Relevant information given to the employee indicating the required conduct/behaviour
- Records of progress, feedback obtained and given, support mechanisms put in place etc.

Accurate and detailed notes of what is discussed between the line manager and the employee at each stage of the process demonstrate that both parties have discharged their responsibilities properly. This can be particularly important if it becomes necessary to proceed to the formal probation process (see below).

A dedicated note taker will normally be present at any Formal Probation meeting, to capture a record of the meeting.

EMPLOYEES WHO ARE CONSIDERED DISABLED

It is important to understand that the Service has particular obligations towards employees considered disabled to make 'reasonable adjustments', where premises or working practices put a disabled employee at a substantial disadvantage to others.



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Why is it important to consider reasonable adjustments during the probation period?

As part of the recruitment process you should be aware if your new starter is considered disabled under the Equality Act (2010), and you should have received guidance on what reasonable adjustments they may require. You should discuss this appropriately with your employee during your initial probation meeting (see below), to ensure you have properly understood and met the employee's needs.

What if you suspect that an employee has an undisclosed disability?

The Service encourages all applicants to declare any disabilities that they may have at the application stage, so that we can ensure we are able to best support them.

However, if an employee is underperforming and you suspect that they may have an undisclosed disability then it is important to discuss this with them in case this is the reason for their underperformance. If this is the case then it is likely that you will need to refer the employee to Occupational Health to obtain further guidance on how best to support them.

Reasonable adjustments in the formal probation process

Reasonable adjustments may well apply to all meetings held with the employee as well as reasonable adjustments to premises or day-to-day working practices. This can include investigatory meetings, and the right to bring a companion to such meetings if the companion's presence at the meeting would help overcome a substantial disadvantage caused by the employee's disability.

A more flexible approach should also be taken when deciding what kind of companion should be allowed to accompany a disabled employee at a formal meeting, e.g. an employee with a learning difficulty or long term depression may want to be accompanied at a meeting by a family member or a friend, and this should be carefully considered by employers and permitted in the majority of cases unless such a refusal can be justified.

More guidance about reasonable adjustments and how to support employees who are considered disabled

More information and guidance can be found in the [Disability Support Policy and Reasonable Adjustment Procedure](#).

You can also speak with the Service's Equality and Inclusion Advisor or the HR Group if you require any more information or advice.



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GIVING EFFECTIVE FEEDBACK

It is important to give good quality feedback at all stages of the probation period.

The purpose of feedback is to give information on performance in an honest, supportive way, so that the employee recognises areas of strength and areas for development, and is encouraged to develop their own solutions to any problems that may arise during their probation period.

Good quality feedback will give every employee the best opportunity to meet their objectives and if necessary to improve their performance.

How should feedback be given?

Constructive feedback should be given throughout the probation period through two-way communication between line manager and employee.

This should initially be given as verbal feedback as written feedback alone does not give the other person a real opportunity to engage in two-way communication and, more often than not, results in misunderstandings.

Once feedback has been given verbally, it is important to make a note of the feedback given and any agreed actions resulting from the feedback, as part of the on-going record of someone's performance in their probation period.

What are the key points when giving feedback?

In order to give good quality feedback, you should give consideration to the following:

- It is essential to prepare to give feedback in advance, making sure you are certain of what you want to say, why you want to say it and anticipate the likely reaction so that it is easier to achieve the desired outcome.
- Do not give feedback in an emotional state as this is more likely to result in this being more negative than intended.
- Although it is advisable for feedback to be given as soon as possible after the event, it must be given in a setting that respects the sensitivity of the issue and individual.
- It is important that you own the feedback you give so that is framed in terms of your own observations rather than the complaints or comments of others.
- Objective feedback is preferable as it outlines the factual consequences of a person's actions and can be backed up with specific examples.
- Check understanding and acceptance of what has been said. Asking "How does this sound?" encourages a response without pressure to give a particular answer.



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- Observe non-verbal behaviour to determine if the employee is feeling okay about the feedback and that a positive climate has been maintained.
- Avoid comparing one person with another as it is neither useful nor helpful and can lead to conflict within the work environment.
- Help the employee to come up with their own plans and goals to improve their performance to improve the chance of leaving a positive impression and to help the employee to take ownership.
- Focus on giving feedback the employee can use to improve their performance and avoid information overload.
- Any feedback about underperformance should focus on the performance issues (e.g. lack of knowledge, inappropriate behaviour etc.) and not personality.

GENERAL MANAGEMENT OF THE PROBATION PERIOD (all employees, not just those who may be underperforming during their probation period)

This section sets out in broad terms how to properly manage the probation period for all employees (not just those who may be underperforming during their probation period).

Specific information is given for staff in different parts of the organisation as appropriate.

Initial probation meeting – operational staff including Combined Fire Control

What is the purpose of this meeting?

This is an informal welcome meeting and the goal of it is to explain the standards required of the employee, introduce them to their mentor and the IPDS system, explain to them how their progress will be monitored and how regularly IPDS will be reviewed, introduce them to the requirements of their role map to enable them to fulfil their contract of employment.

When should this meeting take place?

The initial meeting should be conducted by the employee's line manager / relevant course leader from Training Centre as soon as possible after commencing employment with the Service, and ideally in the first one to two weeks as part of their induction.



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Where should this be conducted?

This meeting should be conducted privately, away from any distractions to ensure that the line manager and employee are not interrupted.

How should the meeting be conducted?

This is an informal meeting.

Does the employee have a right to be accompanied?

The employee does not have the right to be accompanied at these meetings, because this is an informal process.

Initial probation meeting – support staff

What is the purpose of this meeting?

The goal of the initial review meeting is to explain the standards required of the employee and set objectives based on their job description / role map to enable them to fulfil their contract of employment.

Objectives should be SMART (see the [Objective Setting Guidance](#) for more information), and should reflect expectations regarding standards of work performance, conduct and attendance. It is important to determine appropriate support, training and guidance needed to bridge gap between existing knowledge and skills and the level required to perform the role.

Objectives should be clear and relevant to the role so that they are understood by the employee who can explain how they will achieve them over the course of their probation period.

You should also ensure that the employee is aware of the expectations upon them to meet their objectives and how you will guide and support the employee to achieve them in full by the end of their probation period.

When should the initial review meeting take place?

The initial meeting should be conducted by the employee's line manager as soon as possible after commencing employment with the Service, and ideally in the first one-two weeks as part of their induction.



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Where should this be conducted?

This meeting should be conducted privately, away from any distractions to ensure that the line manager and employee are not interrupted.

How should the meeting be conducted?

The initial meeting will cover the following:

- Explain fully the probation procedures to be followed.
- Clarify the everyday duties and responsibilities of the new employee in line with their terms and conditions of employment and their job description / role map (providing them with a copy).
- Identify and put in place ways to address any training and development requirements – this could comprise mentoring, in-house training, external training courses (where necessary), etc.
- Agree dates for monthly informal progress meetings and formal review meetings.
- Document the details of the meeting on the Probation Review Form. A DMS reference or a hard copy should be sent to HR so that this can be stored on PRF

Line managers should make sure that timescales for objectives are conveyed to the employee, and that the employee is clear about what they need to achieve by the first interim review meeting and ultimately the objectives they need to meet by the end of their Probation Period.

What other activities may be helpful at this stage?

The goals set at this initial meeting should be supplemented with a number of other activities to ensure the employee can successfully complete their probation period.

- Employees could create a probation plan that will enable them to outline their progress against all their objectives and explain how they intend to achieve any outstanding goals. This can include references to ongoing work projects and training agreed with their line manager.
- Monthly informal review meetings should explore progress and ensure all achievements and progress are documented.
- Regular confidential one-to-ones so that the employee has the opportunity to highlight problems early and overcome any concerns they may have regarding meeting their objectives.



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All meetings should aim to provide, as appropriate:

- constructive feedback
- support/ guidance
- identification of how well training and coaching has been at helping to meet objectives set.

Does the employee have a right to be accompanied?

The employee does not have the right to be accompanied at these meetings, because this is an informal process.

Interim progress meetings / 1-2-1's - operational, CFC and support staff

The employee's progress should be regularly monitored throughout the probation period to ensure both line manager and employee are aware of progress being made, and to highlight any achievements or any performance issues in a timely manner. Good quality feedback given during these regular review meetings can motivate an employee to give their best and help them to fully settle into their new role.

During these meetings, the line manager and employee should refer to the employee's probation plan and make a note of what has been achieved, what is still to do and, if appropriate, where there have been difficulties in making progress toward meeting the objectives set. This should be recorded for future reference at informal progress meetings and the next scheduled review meeting.

Interim progress meetings should take place as often as needed, but it is recommended that they should be held at least on a monthly basis. Managers can choose whether to combine interim review meetings with normal 1-2-1's (where the focus of the discussion will be more on day-to-day matters), or to hold separate meetings.

It is acknowledged that due to the format of the new recruits training for Combined Fire Control and Wholetime, employees will not be able to have 1-2-1's with their manager until they join their watches. However, provisions should be put in place to ensure that there is a regular catch up with someone who can take the place of their line manager so that any potential issues can be resolved early on in their employment and welfare/support is in place as appropriate. This will normally be the relevant course leader from Training Centre / Combined Fire Control Training Manager.



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Probation interim review meeting(s) - operational, CFC and support staff

What is the purpose of this meeting?

The purpose of the meeting is to give the line manager and employee the opportunity to review progress towards meeting the requirements of their job description / role map.

What should be discussed at this meeting?

Line managers should clearly outline to the employee the areas where they have met / are meeting their objectives in addition to any areas where improvement is required. Clear guidance and support should be offered to enable the employee to improve their performance and meet these objectives.

When should this take place?

For Support staff the interim review meetings should take place as per the timescales for probation review meetings (see below).

For Operational staff these meetings will occur post the key milestone assessments which usually take place at 6, 12 and 18 months.

Where should these meetings be conducted?

This meeting should be conducted privately, away from any distractions to ensure that the line manager and employee are not interrupted.

How should the meeting be conducted?

The line manager should collate all of the evidence from the informal progress meetings held so far, if applicable management discussion records should also be collated, and use this to address all of the essential and desirable criteria in the job description or role map as appropriate.

For operational staff, the line manager should also refer back to the key milestone assessment and review the outcomes and discuss any support that may be required following these.

The line manager should:

- provide positive feedback on achievements
- recognise the areas in which an employee is meeting required criteria
- discuss areas where standards are not being met.



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The employee should have a chance to talk about how well they feel they have performed in relation to each aspect of their role and any concerns they may have. The line manager can then give feedback on each of their points based on their own observations and feedback from other sources (team members, internal managers, fire service stakeholders).

The result of this meeting is that the line manager should be able to gauge which aspects of the job have already been achieved, those which require further development and if there are any areas of serious concern. It is important for a line manager to ensure that aspects of the job that have already been achieved are sustained throughout the probation period.

If there are a number of areas which require further development or areas of serious concerns, advice should be sought from HR immediately.

However, it is important that any issues regarding an employee's performance have been addressed with the employee in person before this meeting takes place. The employee should not be surprised if they are not meeting the standards of their job description / role map by the time of their interim review meeting.

You should ensure that you document the details of the meeting on the Probation Review Form for future reference. A DMS reference or a hard copy should be sent to HR so that this can be stored on PRF.

Does the employee have a right to be accompanied?

The employee does not have the right to be accompanied at these meetings, because this is an informal process.

24 month assessment – operational staff

This is the final assessment for operational members of staff and therefore will form their final probation assessment. If this assessment is passed then the employee will normally have passed their Phase 2 'In Development' phase and will become a Phase 3 'Competent' Firefighter. This will be authorised by the Head of Group and confirmed in writing by the HR Group.

However, in cases where an operational member of staff has entered the formal stages of the Probation process prior to their 24 month assessment, then a final formal review meeting is required before the employee can be deemed as having passed their Phase 2 'In Development' phase (even if the 24 month assessment has been successfully passed). This is to ensure that all issues have been fully and properly addressed, and it should take place as soon as reasonably practical following the 24 month assessment.



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35 months: Completion of Workbook 3 – Combined Fire Control staff

This is the final assessment for combined fire control firefighters. If this workbook is completed then the employee will normally have passed their Phase 2 'In Development' phase and will become a Phase 3 'Competent' Firefighter (Control).

However, in cases where a member of Combined Fire Control staff has entered the formal stages of the Probation process prior to their 35 month assessment, then a final formal review meeting is required before the employee can be deemed as having passed their Phase 2 'In Development' phase (even if Workbook 3 has been successfully completed). This is to ensure that all issues have been fully and properly addressed, and it should take place as soon as reasonably practical following completion of Workbook 3.

Probation final review meeting – support staff

What is the purpose of this meeting?

The purpose of the meeting is to give the line manager and the employee the opportunity to confirm the requirements of the job description have been met, or to set an extension to the employee's probation period if required (see below). Any proposed extension to the probation period must be made in consultation with the HR Group.

When should this take place?

The final review meeting should take place a minimum of a month before the end of the contractual probation period.

Like the interim review meeting(s) it is important that any issues regarding an employee's performance have been addressed with the employee in person before this meeting takes place. The employee should not be surprised if they have any outstanding objectives.

Where should this be conducted?

This meeting should be conducted privately, away from any distractions to ensure that the line manager and employee are not interrupted.

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How should this meeting be conducted?

The line manager should collate all of the evidence from the progress meetings held so far and use this to address all of the essential and desirable criteria in the job description or role map as appropriate.

There should only be consideration given to an extension if there is evidence to suggest that the employee will meet the expectations outlined in their job description / role map in the new timescales set. The evidence for this will be documented in previous informal progress and formal review meetings.

In the event the employee has successfully met their objectives, this should be confirmed to the employee verbally. They should also be notified that they will receive confirmation in writing.

You should ensure that you document the details of the meeting on the Probation Review Form for future reference. A DMS reference or a hard copy should be sent to HR so that this can be stored on PRF.

Does the employee have a right to be accompanied?

The employee does not have the right to be accompanied at these meetings, because this is an informal process.

Probation review meetings - timescales

Wholetime/On-Call	
Scheduled meetings	Timescale
Initial	Post initial recruits Training course
6 month meeting	Following the 6 month assessment
12 month meeting	Following the 12 month assessment
18 month meeting	Following the 18 month assessment
Final	Meeting Following Phase 2 Development - End of 24 Month Assessment
	Decision to retain, extend probation, move to capability or dismiss by 24 months
Formal	Probation Review Meeting.

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Combined Fire Control	
Scheduled Reviews	Timescale
Initial	Meeting first 1-2 weeks of employment
Interim	1-2-1 feedback following 3 week assessment paper
Interim	1-2-1 feedback following 6 week end of course & practical Control Room exam
Interim	1-2-1 feedback following Post Four Tours (4-6) on Watch assessment
Interim	Monthly 1-2-1 feedback during completion of Workbooks 1-2
Final	Meeting following completion of Workbook 3 by 35 months
	Decision to retain, extend probation, move to capability or dismiss by 35 months
Formal	Probation Review Meeting.

Support	
Scheduled Reviews	Timescale
Initial	Meeting first 1-2 weeks of employment
Interim	Meeting at 1 months employment
Interim	Meeting at 3 months employment
Final	Review meeting 4 weeks prior to 6 months employment
	Decision to retain, extend probation or dismiss by 6 months
Formal	Probation Review Meeting

Please note that in all cases, the decision to retain an employee or whether to progress them to the Formal Probation Review stages, should be made by the line manager before the Final Review Meeting; having considered all the evidence of the employee's performance to date.

Why are the timescales different for different contract types?

The reason for the longer probation periods for operational and Combined Fire Control staff is that their rolemaps require demonstration of specific technical



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skills over a long period of time to ensure they can perform their roles effectively without supervision.

What are the legal implications of probation periods longer than 24 months?

When an employee has completed 24 months of continuous employment, they acquire employment rights under the Employment Rights Act (1996). One of these employment rights is the right to claim unfair dismissal.

In all cases managers should treat employees fairly when managing probation issues, and follow the probation policy and procedures properly. However, you should be particularly mindful that employees with 24 months or more continuous service may be able to claim unfair dismissal if any probation issues are not properly and fairly managed.

Completion of probation period – support staff

What is the process?

Prior to the six month deadline, the line manager should arrange a meeting with the employee to review their probation over the six months (or longer if they have had their probation period extended). The meeting should be broken down into two parts, with the first looking back and reviewing the previous six months and the second looking forward.

The meeting should review how the probation period has gone, the objectives that were set at the beginning of the employees employment and the employee's progression through these objectives.

New objectives should be set (if necessary), and any future training/development needs should be identified.

At this point, probation should be being confirmed as any issues should have been dealt with satisfactorily before this point.

However should any issues be unresolved and/or are a cause for concern then the manager should move into the formal process, if this has not already commenced. Seek further advice from the HR Group.

The manager should then complete the [Final Probation Report form](#) and send to the HR Group so that it can be confirmed in writing to the employee that they have passed their probation period.



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What should be done by the line manager at this stage?

The line manager should inform the employee verbally that they have successfully completed their probation period and complete the final probation review form and the probation report and send this onto HR.

What should be done by HR at this stage?

HR will write to the employee to confirm that they have successfully completed their probation period and send the employee a copy of their probation report.

HR will then save all paperwork to the employee's PRF

Completion of probation period – operational staff (wholetime and on-call)

What is the process?

Key milestone assessments are undertaken throughout the probation period. These consist of 6 and 18 month assessments undertaken on station by the Watch Commander together an IPDS progress check. These are verified by the Station Commander on station through observation.

In addition Training Centre will undertake 12 and 24 month key milestone assessments. Notification of pass or failure will be sent to the Watch Commander.

At the 24 month point, following successful completion of the 24 month assessment, probation should be being confirmed as any issues should have been dealt with satisfactorily before this point.

However should any issues be unresolved and/are a cause for concern then the manager should move into the formal process, if this has not already commenced. Seek further advice from the HR Group.

What should be done by the management team at this stage?

The Head of Group must sign off the successful completion of the probation period and the line manager can then inform the employee verbally that they have successfully completed their probation period.

The Head of Group will notify HR and any associated paperwork should be sent to HR.



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What should be done by HR at this stage?

Having received confirmation of the successful completion of the probation period from Head of Group, HR will write to the employee to confirm that they have successfully completed their probation period and inform them that they are being moved to competent rate of pay.

HR will then save all paperwork to the employee's PRF.

Completion of probation period –CFC

What is the process?

Key milestone assessments are undertaken throughout the probation period. These are primarily completion of Workbooks 1, 2 and 3.

At the 35 month point, following completion of Workbook 3, probation should be being confirmed as any issues should have been dealt with satisfactorily before this point.

However should any issues be unresolved and/or are a cause for concern then the manager should move into the formal process, if this has not already commenced. Seek further advice from the HR Group.

What should be done by the management team at this stage?

The Head of Group must sign off the successful completion of the probation period and the line manager can then inform the employee verbally that they have successfully completed their probation period.

The Head of Group will notify HR and any associated paperwork should be sent to HR.

What should be done by HR at this stage?

Having received confirmation of the successful completion of the probation period from Head of Group, HR will write to the employee to confirm that they have successfully completed their probation period and inform them that they are being moved to competent rate of pay.

HR will then save all paperwork to the employee's PRF.



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MANAGING A PROBATION ISSUE - INFORMAL STAGE

From time to time an employee's performance may not meet the expectations outlined at interview and it is important for the line manager to identify this with the employee at the earliest opportunity, to allow them the opportunity to improve their performance prior to the end of their probation period.

Examples of probation issues may include not meeting the objectives that have been set, poor timekeeping, poor sickness record etc. It is important that any of these issues are dealt with under the Probation policy rather than sickness, capability or disciplinary policies.

Managers should normally seek to address any issues informally, through the giving of good quality constructive feedback and discussion with the employee at regular interim review meetings.

However, a failure to satisfactorily address issues informally may warrant moving to the Formal Probation Review stages. A more serious issue may also warrant immediate referral to the formal process. Managers should always seek advice and guidance from HR before proceeding to the Formal Probation Review stages.

FORMAL PROBATION MEETING STAGES

This section sets out how to properly manage the formal probation meeting stages, when underperformance has not been satisfactorily addressed at the informal stage, or when underperformance is deemed sufficiently serious enough to move straight to the formal stages.

Specific information is given for staff in different parts of the organisation as appropriate.

When to move to the Formal process

There may be many reasons why an employee fails to meet the standards that are required during their probation period but are likely to fall into one of two categories:

- Performance - this could constitute failing required assessments for Operational and Fire Control staff, or persistent underperformance for support staff, with insufficient level of improvement.
- Attendance - it may be that the member of staff has been off on long term sick leave or maternity leave which will mean that they have not have had



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to opportunity to meet the objectives/requirements set for them during the course of their probation period.

Wholetime/On Call Staff

Wholetime/On Call staff can move into the formal stage at any point throughout their probation period. It is likely that this would be triggered by failure to complete or pass assessments usually at either 6, 12, 18 or 24 months, however this could be as the result of any other formal assessment.

Combined Fire Control staff

Combined Fire Control staff can move into the formal stage at any point throughout their probation period, although it is likely that this would be triggered by failure to complete or pass the critical assessments from the relevant workbooks.

Support Staff

It is unlikely that support staff will be required to pass any assessments during their probation period and so any issues should be identified as part of the probation progress meetings/one to one meetings.

If there is sufficient support offered and these objectives are still not met then the decision can be made to move into the formal process.


Invite to Formal Probation meeting

If it is decided that the matter should move to the formal stages, an employee must receive written notice of the meeting within the following timescales:

- 7 calendar days' notice for a First Formal meeting
- 10 calendar days' notice for a Second Formal meeting

These notice periods are only required for a formal meeting.

Please use the appropriate template letter:

- First Formal Meeting - Notification of Meeting (*hyperlink to template document to be added*)
-  Second Formal Meeting - Notification of Meeting (*hyperlink to template document to be added*)



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Guidance on bundles for Formal Probation meetings

In preparation for formal meetings a “bundle” of documentation should be prepared and provided to all of the attendees of the meeting.

This bundle should be provided to the employee in the following timescales:

- Minimum 7 days in advance of the meeting for a First Formal meeting
- Minimum 10 days in advance of the meeting for a Second Formal meeting

It is the line/presenting manager’s responsibility to compile the bundle of information and provide it within the above timescales. The HR Group will support the manager in completing this.

What should be included in the bundle of supporting documents for a Formal Probation Meeting?

The bundle should include all documents that are relevant to the probation issues being heard at the meeting, and all documents that are included should be referred to by the line manager in their presentation at the meeting (see below).

The bundle would be expected to contain the probation review meeting notes including any development plans, records of 1-2-1 meetings/progress meetings as well as any evidence of the probation issue(s) e.g. documented feedback, evidence of errors, assessment paperwork etc.

Documentation provided by the employee

An employee can also provide a bundle of information they will refer to in the meeting, and this should be provided to the advisor to the hearing manager at an agreed time prior to the meeting. This information must be provided to all of the parties present at the hearing to give all an opportunity to review the documents.

See Appendix 1 for an example contents page for a probation meeting bundle, showing the sort of information to be included.

The Formal Probation meeting

What is the purpose of this meeting?

The purpose of this meeting is to establish whether the employee has received appropriate guidance and coaching throughout their probation period and whether they will be able to increase their skills, knowledge or performance to enable them to successfully fulfil their role.

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What level of manager chairs the meeting?

Level of meeting	Level of hearing manager – Grey Book employees	Level of hearing manager – Support employees
First Formal meeting	Group Commander	Head of Group/ Group Commander
Second Formal meeting up to dismissal (and action short of dismissal)	Area Commander/ Director	Director/ Area Commander

What are the employee's rights during the meeting?

As this is a formal hearing, the employee has the right to be accompanied by a work colleague or Trade Union representative (see below for more information).

What are the roles and responsibilities of those who are in attendance at the meeting?

Please see Appendix 2 for information on the roles and responsibilities of those present at the meeting, and the order of proceedings.

The employee's right to be accompanied at a Formal Probation meeting

The right to be accompanied arises when an employee is invited to attend a formal probation meeting, and the employee "reasonably requests" to be accompanied at that meeting by a trade union representative or fellow worker.

The employer must allow the employee to be accompanied to a Formal Probation meeting.

A 'reasonable request'

The ACAS Code of Practice provides some guidance on what is deemed a 'reasonable request', stating:

"it would not normally be reasonable for employees to insist on being accompanied by a companion whose presence would prejudice the hearing nor would it be reasonable for an employee to ask to be accompanied by a companion from a remote geographical location."

Each request should however be dealt with on a case by case basis.



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Choice of companion

The companion should be someone who is either:

- An official of a trade union whom the union has certified in writing as having appropriate experience of, or as having received training in, acting as a worker's companion at hearings;
- A Service work colleague of the employee.

More flexibility in the choice of companion may be appropriate in cases where the employee is considered disabled (see above or seek further advice from HR).

The role of the companion at the meeting

The companion has a right to address the Formal Probation meeting (including presenting the employee's case, summing up, and responding on the worker's behalf to any view expressed at the hearing) and to confer with the employee during the meeting.

The companion has no right to answer questions on the employee's behalf or to act in a way that prevents the Service from expressing their case.

The ACAS Code of Practice suggests that it is good practice to allow the companion to participate as fully as possible in the meeting.

The meeting manager will outline the role of the companion at the start of the hearing.

Inappropriate conduct from the companion during the meeting

If during the meeting the companion is attempting to act in a way which is disruptive or which is unnecessarily prolonging the meeting or making it difficult to obtain meaningful or proper answers from the employee the meeting manager will intervene.

If appropriate the meeting manager can stop the meeting, explain to the employee the problems that have arisen in respect of the conduct of the companion, and adjourn the meeting for a short time to enable the employee and the companion to discuss matters.

If matters are not resolved then the hearing manager can terminate the meeting and take steps to rearrange it. The employee would be invited to nominate a different companion.



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Requests to postpone a Formal Probation meeting due to non-availability of the chosen companion

If the employee's companion is unable to attend the proposed meeting date the employee should be asked to suggest another date, the new date must be reasonable, and normally not more than 7 calendar days after the date originally proposed.

This 7 day time limit may be extended by mutual agreement between the parties.

No more than one postponement may be requested except in exceptional circumstances.

Witnesses at a Formal Probation meeting

Any witnesses present at a Formal Probation meeting do not have the right to be accompanied to either the investigation meeting or the hearing.

More information on the roles and responsibilities of witnesses at the Formal Probation meeting can be found in Appendix 2.

Potential outcomes of a Formal Probation meeting

The potential outcomes of a Formal Probation Meeting are as follows:

No further action – If there is sufficient evidence it may be decided by the meeting manager that the employee is in fact fulfilling the requirements of their role / probation period and therefore no further action is required.

Extension – It may be decided by the meeting manager that the employee has a justifiable reason for not having met the requirements of the probation period and if so, then their probation period could be extended (usually for no longer than three months). See below for more information.

Move to Capability (operational staff only) – Operational staff who have completed their contractual probationary period but who have not yet been signed off as being fully competent will be managed in accordance with the [Capability policy and procedure](#) as appropriate.



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Dismissal – If the meeting manager determines that there is no justifiable reason for not having met the requirements of the probation period and it is genuinely believed that the employee cannot / has not demonstrated an ability to fulfil the requirements of the role, it may be decided to dismiss the employee. See below for more information.

The outcome of a Formal Probation meeting must always be confirmed to the employee in writing. Please use the correct template:

- Outcome of First Formal Probation Meeting (*hyperlink to be added*)
- Outcome of Second Formal Probation Meeting (*hyperlink to be added*)

Extending the probation period

The Service reserves the right to extend an employee's probation period at its discretion. This is one of the potential outcomes of a Formal Probation meeting.

What are the lengths of time that a probation period can be extended?

This depends on the training/development needs that are identified. For support staff, it will depend on the size of the development gap identified, and for operational staff (including combined fire control) this will depend on the assessment that the employee has failed and when it is possible for them to be re-assessed.

As a guide, in most cases a probation period will not be extended more than once and for not more than 3 months. This means that the total probation period will not normally be longer than:

- 9 months for support staff
- 27 months for wholetime / on-call staff
- 38 months for Combined Fire Control staff

What steps should be put in place to ensure that the employee can meet the requirements of their role?

An employee should be given every opportunity to be able to pass their probation period and should be given relevant support.

A development plan needs to be put in place to manage the development/training needs of the employee.



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It is important that any additional training needs are identified at this point and that the objectives set should be short term SMART objectives with agreed actions being regularly reviewed.

Confirming the extension to probation period

It is important for the terms of the extension to be set out in writing detailing what is required of the employee during the extension period.

If the employee is dismissed

If an employee is dismissed for reasons of probation, this will usually be dismissal with paid notice.

This means that the employee will be given their contractual/statutory notice period (whichever is greater), and they will also be entitled to any annual leave entitlement which has accrued and not yet been taken.

Managers must decide if it is appropriate for the employee to work their notice period, or to be paid in lieu of notice (HR can advise if the employee's contract specifies the right to payment in lieu of notice). If an employee is required to work their notice period, they may be required to take any outstanding annual leave during their notice period.

Advice and guidance on what is appropriate in the individual circumstances will be given by the HR Group.

The date on which the dismissal takes effect must be confirmed in writing to the employee as part of the letter confirming the outcome of the meeting, and the employee must be told of their right to appeal against the decision to dismiss.

Please [click here](#) to access the appropriate template letter Probation - Notification of Outcome – Dismissal (*hyperlink to be added*)

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APPENDIX 1 – Example contents page for a probation bundle

EMPLOYEE NAME Probation Meeting

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Last updated 30.11.17



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APPENDIX 2 – Roles and responsibilities and order of proceedings at a Formal Probation meeting

By Whom	What action
The meeting manager	<p>Will open the meeting:</p> <ul style="list-style-type: none">• Introduce everyone present• Remind the employee that it is a probation meeting• Explain the possible outcomes of the meeting• Assure the employee the outcome has not been prejudged• Explain the procedure that will be followed• Establish if witnesses are to be called• Establish that the employee is fit and well to take part and understands what is happening• Clarifies any questions raised at this point• Explain that any party can request an adjournment at any time.
The presenting manager	<p>Will present the management case including:</p> <ul style="list-style-type: none">• Stating why the employee has not been meeting expected standards and expectations of the role• Reporting how this was determined by the line manager• Detailing the results of the review of the employee's performance• Calling witnesses to give evidence to support the case
The employee/employee's representative	<p>Opportunity to question the presenting manager on their presentation</p>
The meeting manager	<p>May ask any questions deemed necessary and will point out any deficiencies or inconsistencies in the evidence.</p>
The employee/employee's representative	<p>Will have the opportunity to present their case and will have time to:</p>



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	<ul style="list-style-type: none">• Ask for further details of the shortfall in performance• Refute, explain or justify the alleged evidence where necessary• Call witnesses• Present alternative evidence• Seek an adjournment where necessary
The presenting manager	Opportunity to question the employee's presentation. The trade union representative/companion does not have the right to answer questions on the employee's behalf.
The meeting manager	May ask any questions deemed necessary to ensure the position is understood, probe any mitigation and point out any deficiencies or inconsistencies in the evidence.
Witnesses	Will give their evidence, as far as possible in their own way and may be questioned by those taking part in the meeting.
The meeting manager	<p>Will summarise:</p> <ul style="list-style-type: none">• The main points concerning the issue• The main points raised by the employee• Any matters that need to be checked <p>And then adjourn the meeting to consider the outcome.</p>
The meeting manager	<p>Once a decision is made will reconvene the meeting and advise the employee:</p> <ul style="list-style-type: none">• The decision that has been reached• The reason for the decision• Actions to be taken arising from the hearing• The person responsible for completing any actions arising• The possible consequences of further failure to meet expectations and standards of the role• The right to appeal against any formal decision made• The timescale for the confirmation of the decision in writing



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	The meeting will then be closed.
Adjournments	<p>The meeting will be adjourned:</p> <ul style="list-style-type: none">• If further investigation is necessary• To seek advice or clarification on procedural points• At the reasonable request of anyone present• If the hearing becomes overly difficult• To allow the parties to have a break• If the matter turns out to be more serious than first thought• In order for the meeting manager to consider the outcome.

A note taker will normally also be present at the meeting, to capture a record of the meeting.

TO: Policy and Resources Committee

FROM: Alison Scott - Equality and Inclusion Adviser

PRESENTING OFFICER(S): Alison Scott - Equality and Inclusion Adviser
Telephone: 01480 444537
alison.scott@cambsfire.gov.uk

DATE: 14 December 2017

EQUALITY AND INCLUSION COMPLIANCE REPORT 2016 – 2017 (INCORPORATING GENDER PAY GAP)

1. PURPOSE

- 1.1 The purpose of this report is to inform the Policy and Resources Committee (staff, public, partners and other stakeholders) about equality progress in the year 2016 to 2017 and the gender pay gap as at March 2017. This ensures the Authority meets the requirements of the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2011 and 2017.

2. RECOMMENDATION

- 2.1 The Policy and Resources Committee is asked to agree the attached report and recommend its content to the Fire Authority.

3. RISK ASSESSMENT

- 3.1 **Legal** - the public sector equality duty requires Cambridgeshire and Peterborough Fire Authority to have due regard to the need to;

- eliminate discrimination, including harassment and victimisation,
- advance equality of opportunity between people who share a protected characteristic and those who don't,
- foster good relations between people who share a relevant protected characteristic and those who don't.

The specific regulations (2011) require the publication of information, at least annually, that demonstrates compliance with the public sector equality duty including information relating to employees and others affected by policy and procedures such as service users.

The 2017 regulations additionally require public sector employers with more than 150 staff to publish information about any gender pay gap that exists.

We achieve the publishing requirement by communicating this annual report to relevant partners and agencies and placing it on the Service website. In addition the gender pay gap report will be published on the Government Equalities Office website.

- 3.2 **Political** - by reporting equality trends and outcomes relevant to workforce and service delivery, the Authority is able to carry out its scrutiny role, ensuring positive outcomes for the most disadvantaged and vulnerable communities.
- 3.3 **Social** - by communicating our progress towards improved equality outcomes for communities, we aim to improve our engagement with disadvantaged and vulnerable groups. This in turn allows us to learn more about what they need from our services and how we can bring about positive outcomes for them.

BIBLIOGRAPHY

Source Documents	Location	Contact Officer
Cambridgeshire and Peterborough Fire Authority Equality Strategy and Action Plan 2015 to 2018	Service HQ Hinchingsbrooke Cottage Brampton Road Huntingdon	Alison Scott Equality and Inclusion Adviser 01480 444537 alison.scott@cambsfire.gov.uk
Equality Act 2010	Service HQ Hinchingsbrooke Cottage Brampton Road Huntingdon	Alison Scott Equality and Inclusion Adviser 01480 444537 alison.scott@cambsfire.gov.uk
Service Equality Impact Assessments	Service HQ Hinchingsbrooke Cottage Brampton Road Huntingdon	Alison Scott Equality and Inclusion Adviser 01480 444537 alison.scott@cambsfire.gov.uk



**CAMBRIDGESHIRE
FIRE & RESCUE SERVICE**



Equality and Inclusion Compliance Report

April 2016 – March 2017

**Equality Act 2010 (Specific Duties) Regulations 2011 and 2017
incorporating**

Gender Pay Gap Report 2017

Glossary of Terms

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Equality Compliance

- **Section 1 - Progress on Equality Objectives 2016-17**
- **Section 2- Community Service**
 - Reducing community risk
 - Inclusive services
 - Community engagement
 - Complaints
- **Section 3 - Staff Profile**
 - Workforce diversity and distribution
 - Diversity analysis of leavers
 - Diversity analysis of discipline and grievance cases
 - Recruitment diversity analysis – job applicants and recruits
 - Equality and Inclusion training
 - Promoting Inclusion
- **Section 4 – Gender Pay Gap as at 31 March 2017**
- **Appendices:**
 - Appendix 1 - Demography of Cambridgeshire and Peterborough (Census 2011)
 - Appendix 2 - Equality Impact Assessment Summary 2016/17



Glossary

BAME	- Black, Asian and other minority ethnic
BSL	- British sign language
CFRS	- Cambridgeshire Fire and Rescue Service
FF	- firefighter
FRS	- Fire and Rescue Service
HFSC	- home fire safety check
HR	- human resources
ICT	- information and communication technology
LGBT	- lesbian, gay, bisexual and transgender
ONS	- office of national statistics
PPDR	- personal performance and development review
PPE	- personal, protective equipment
WT	- wholetime (firefighter)



*Rainbow ties at Fire Authority Meeting
LGBT History Month February 2017*

Executive Summary

Progress

- Positive action to encourage a more diverse workforce is becoming more embedded in day to day work of operational staff, recruitment and other teams and has resulted in increase in wholetime women operational staff.
- Staff members were enabled to take part in confidential interviews to understand why issues of bullying or harassment are not always dealt with as well as they could be. This has led to greater understanding and acknowledgement of this problem which will help eradicate it.
- The needs of staff with dyslexia are better understood and support for them is developing.
- Uniform including maternity wear for women operational and Control staff is more appropriate for their needs.
- A tool to be used at emergency incidents to support communication with sensory impaired people or those who speak or understand little English was developed and is in use.
- Dementia friends' campaign continues to support the most vulnerable in our communities and to spread awareness of the impact of the condition.
- Continue to work towards improved engagement and growing awareness of our services with BAME communities particularly in Peterborough and Cambridge.

Community service and engagement

- Accidental primary fires resulting in an injury and number of people injured (48) reduced from previous year (60).
- An additional 1,000 Home Fire safety Checks were carried out. Diversity of those receiving them stays much the same as previous year.
- Safe and well visits were introduced in Cambridgeshire with a 96% engagement rate.
- Firebreak diversionary programme for children introduced in Peterborough with support from Essex FRS.
- Social media increasingly used to engage with all our communities.

Staff profile and inclusion

- Gender diversity of workforce increases slightly but BAME and LGBT diversity still low.

- Disability Confident scheme encourages us to offer work experience placement.
- Number of leavers declines as do disciplinary cases. Grievance cases increase slightly. No trends connected to protected characteristics identified.
- Little year on year change to on-call applicant diversity.
- However Have a Go days prove to be effective and women's success through WT selection process and training is proportionate to applicant rate.
- BAME and other under-represented groups continue to have low applicant rates.
- Blue Light network of mental health champions was launched to raise awareness around mental health issues, wellbeing and where people can get help.

Gender Pay Gap

- Overall gender pay gap is 13.9% (median) which is lower than the national average (median) pay gap for all industries.
- The difference between operational staff's terms and conditions and support staff's terms and conditions and low number of operational women staff do not completely explain the gender pay gap and recommendation is made for a further pay audit and review of application of allowances and bonuses.



Introduction

The purpose of this report is to provide members of the general public, service users, employees, Fire Authority, regulators and other interested parties with information relating to how Cambridgeshire Fire and Rescue Service (CFRS) complied with the public sector equality duty for the year 2016/17 as required by the Equality Act 2010.

The general equality duty requires the Authority to:

Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Equality Act 2010.	Advance equality of opportunity between people who share a protected characteristic and those who do not.	Foster good relations between people who share a protected characteristic and those who do not.
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There are **nine protected characteristics** defined by the Equality Act 2010: age, disability, ethnicity (including race, national origin, nationality and colour), gender, gender reassignment, maternity and pregnancy, marriage or civil partnership, sexual orientation, religion or belief.

Under the specific duties of the public sector equality duty, we are required to prepare and publish at least one equality objective which aims to meet the above general duty and to publish information that shows the diversity of our workforce. Our equality objectives are developed by the Inclusion Steering Group with support from our staff network including Trade Union representatives, agreed by Chief Officers Group and ultimately the Fire Authority. They are set within the context of a three year equality strategy, reviewed and revised annually.

The following progress has been made against our equality objectives for 2016/2017.

Section 1 - Progress on Equality Objectives 2016-17

Workforce Objectives: Inclusive Culture

1. Implement positive action plans to encourage a measurably more diverse workforce.

CFRS positive action strategy and plans aim to focus attention on both long term, sustained work to improve future workforce diversity and short term campaigns linked to specific recruitment. Work carried out in 16/17 included:

- Operational crews were tasked with engaging local communities targeting those groups where our workforce has been historically under-represented. The aim was to build lasting links with them, promote the Fire and Rescue Service as a career option by sharing experiences, dispelling myths as well as delivering safety messages.

Examples of this work include:

- engaging with Polish community in Cathedral Square, Peterborough on Polish Day
 - joining Eid festivities with Muslim community in Peterborough
 - talking to students at College of West Anglia about careers in CFRS
 - article in newsletter of lesbian, gay and bisexual social group about working for CFRS network
 - speaking at Witchford College during inter-faith week on celebrating diversity
 - engaging with young carers at their youth centre
 - visits to local Mosques to improve understanding of Islam and build relationships.
 - Offering business safety seminars to Asian businesses at Mosques.
- In Cambridge, collaboration between police and CFRS led to a series of “Insight to Blue Light” lunchtime events explaining career options, qualifications and skills needed for careers in both Police and CFRS. These were available to any member of the public but particularly advertised through police contacts to under-represented communities. Three events have been held aimed at Chinese, Asian Indian and Pakistan ethnic groups and people of Eastern European nationalities. Future plans aim to include East of England Ambulance Trust in these events.
 - Staff including operational, control and support staff attended 12 career events promoting CFRS as an employer of choice.
 - Prior to a wholtime firefighter recruitment campaign in 2016, two “have a go” sessions were run. These provided an informal and safe introduction to the kind of tasks a firefighter is required to do. One of these was specifically for women. Thirty five people attended in total, 57% of whom were women. Social media and invitations direct to ethnic minority community and faith groups were used to advertise this opportunity.
 - While outcomes from the 2016 recruitment campaign show a lower proportion of women and BAME applicants than in 2015, successful recruits were 10% female and 6.6% BAME (see section 3 – recruitment diversity analysis.)
- 2. Identify issues of bullying, harassment and improve mechanisms for dealing with it and confidence of staff in challenging and responding to it.**
- Higher than expected incidences of experienced or witnessed bullying and harassment emerged from the employee engagement survey carried out in 2015. In response, it was agreed to procure and appoint an independent, external company to carry out qualitative research in complete confidence with members of staff.
 - The staff Equality Network championed this research and encouraged staff affected to take part in it.
 - Following a tendering process, the successful company developed a research tool which would engage with staff members; identify the issues that needed remedying

while maintaining confidentiality and anonymity for participants. The research interviews started in March 2017 and this work will continue into 2017-18.

3. Review dyslexia policy and practice to improve support and prevent inequalities in development and progression of staff with dyslexia.

- A survey to identify support still needed by staff with dyslexia was prepared (delivered later in 2017).
- Process to agree, record and monitor reasonable adjustments for staff with dyslexia was automated.
- Trial for assistive technology on current ICT systems to support staff with dyslexia began.

4. Improve provision of uniform for women staff (with focus on maternity wear and undress uniform).

- A PPE and Uniform Forum was set up to identify any issues affecting specific equality staff groups. The need to improve the amount and availability of undress (formal) uniform for women staff and the appropriateness and timeliness of ordering maternity uniform were issues highlighted.
- Following meetings with suppliers and women staff it was agreed to buy in maternity wear uniform in a range of sizes which would mean there should be no delays in provision. In addressing this, a number of women staff trialled the current maternity wear and a range of improvements to this were identified and put in place.
- The increase in women operational staff had identified a shortage of appropriate female undress uniform. The needs of women staff and appropriateness of suppliers' specification were reviewed and further sets were ordered to accommodate both Control staff and firefighters.

5. Review pay policy and provisions.

- Amendments to pay policy statement (Feb 17) were made requiring Director approval to increase starting salaries above the lower quartile and for justification for this to be recorded. This was in response to a support staff pay analysis in March 15 which showed some pay gaps between average male salaries and average female salaries in a number of bands. One issue identified was a lack of consistency in starting salaries which this change is intended to remedy.
- An equal pay audit was not carried out in the year as statutory gender pay gap reporting will be effective from 2017-18 and is likely to indicate any issues. If required an equal pay audit will follow that work.

6. Review flexible working practices to encourage retention of a more diverse workforce.

- This objective has been re-scheduled for 17/18.

7. Embed “One Team” behaviours into culture of CFRS.

Following the employee engagement survey of 2015, four employee led groups were set up to work on issues to improve staff engagement. One of these focused on improving understanding of the One Team behaviours launched in Jan 2015. The employee engagement group that were focused on “behaviour” were looking at two areas.

- Looking at One Team behaviours and whether there was anything we could do to raise awareness of these
 - A video in which Chief Officers talk about what one team behaviours look like and what they mean is planned.
- Inclusion to Personal Performance and Development Review (PPDR) process
 - The group have reviewed the current PPDR process and have come up with a number of ideas as to how this process could be improved. This was presented to Group Commanders and Heads of Groups to gain their comments and feedback. The next step is for the group to determine how they would like to take this forward ready for the 2018/2019 period.

Community Safety Objectives: Inclusive Service Delivery

8. Improve access to services for those with no or little English.

- A review of the aids used by operational staff at emergencies to communicate with hearing impaired or disabled people and those who do not speak or understand English, led to the development of a new pictorial booklet – the Operational Incident Flash Card. This is based on British Sign Language and includes images of BSL signing as well as pictorial prompts. It covers fire and road traffic collision incidents as well as basic information to reassure people and identify injuries. The card was developed by members of the Equality Network, liaising with other FRSs and is available to crews on all operational appliances.

9. Improve engagement and education of BAME businesses to reduce likelihood of enforcement action.

- A nationally recognised issue¹ identified the need for improved engagement and education in relation to ethnic minority businesses to ensure they were able to comply with fire safety regulations.
- A monitoring system was set up to identify whether people from all relevant communities in the county were able to access business safety seminar opportunities. Data from business safety seminar attendance (predominantly held in Peterborough and Cambridge) showed that 12% of attendees in Peterborough were of minority ethnic origin (compared to 18% in community) but this was much lower in Cambridge at 2% although the minority ethnic population also makes up 18% of the community. Although Peterborough had reasonable attendance from minority ethnic groups, very few identified as Asian/Asian British although there is a sizeable Asian business community in Peterborough. To improve the situation, contact was made with a number of Mosques in the city to offer business seminars at a place and time convenient to their members. While this intervention has got off to a slow start, initial contacts have been made and can be developed for the future.

10. Evaluate impact of dementia friends' campaign and impact on reducing casualties/fatalities.

- CFRS began to roll out dementia friends' information sessions to its entire staff in 2014-15. Since then the seven champions within CFRS have been instrumental in encouraging other organisations and geographical areas to become more dementia friendly.
- As at August 2016, the Service's dementia friends' champions had run over 60 awareness sessions between them, primarily for staff, volunteers and Fire Authority members across the Service, but with people from other partner organisations often attending. This has resulted in the Service having around 550 dementia friends.
- An evaluation was carried out in August 16 to identify the impact this had on staff and service delivery.
- While there were only two examples of an emergency incident where it was thought a person involved may have dementia and the relevant FF was able to respond appropriately, nearly all whole time watches said it had been particularly helpful when carrying out home fire safety checks or safe and well visits with over 90s and that they had found the understanding from Dementia Friends session helpful in interacting with residents. All felt their personal understanding of how dementia can affect people had increased.

¹ Engaging with Businesses for Business Safety Compliance Seminar Report October 2015

11. Improve understanding of apparent low-take up of home fire safety checks with some BAME communities.

- An analysis of the age profile of people who identify as BAME shows that the number over 65 (where HFSCs are focused) is only slightly lower than the population generally. In Cambridge, 9% BAME community are 65 and over compared to 12% of population generally. In Peterborough this figure is 12% compared to 14% in the community generally). In other parts of the county the BAME community of this age is much lower than the population generally.
- Work still needs to be done to ensure there are no barriers to providing HFSCs to BAME residents at risk in our two largest cities and to ensure that information about the services we offer and access to them is available to all. Improved liaison with Community Cohesion team within Peterborough City Council is one way we are aiming to reach these communities in a more sustainable way.

To ensure we consider the impact of our activities on different groups and identify specific needs of different communities, we assess all proposed new activities and decisions for equality impact. This helps us remove any inadvertent discrimination and maximise the potential to advance equality of opportunity. The demography of Cambridgeshire and Peterborough (Census 2011) and a summary of the equality impact assessments carried out in 2016/17 are attached at Appendices 1 and 2 respectively.



Section 2 - Community Service

Reducing community risk

Our vision is to have a safe community where there are no preventable deaths or injuries in fires or other emergencies. Fire incident and risk information is analysed regularly to identify those who are at highest risk of being injured or killed in a fire so the Service can plan and make appropriate interventions.

Human behaviour and safety awareness play a part in fire risk and information about the gender, age, ethnicity, mobility and other relevant circumstances is collected to help us identify those most at risk and take action to keep them safe.

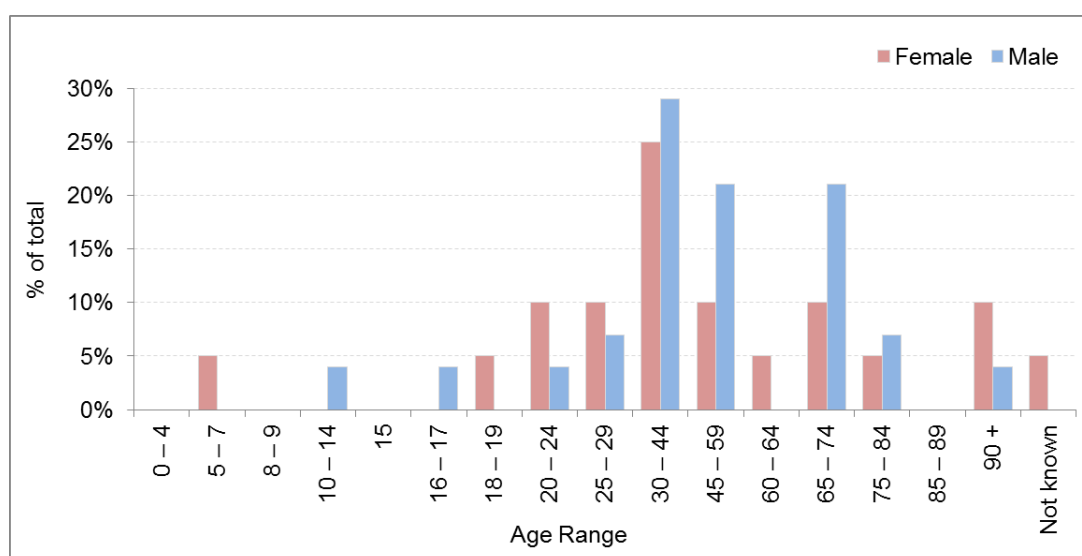
Population census data is also used to help us understand our different communities and to compare how effective we are at delivering prevention services with the population demographic as a whole. This helps us identify any barriers that may exist in providing prevention services to all who need it.

Injuries

The number of accidental primary fires resulting in injury was 39 representing a 15% reduction on the previous year (46). The number of accidental primary fires and number of people injured also reduced in 16/17.

An analysis of those injured in fires shows 74% of all accidental primary fires, which resulted in an injury, occurred in a home. Further analysis and comparison with population data shows that people in age groups 30-44 and 65-74 are disproportionately more likely to be injured in an accidental fire when compared to census data (see Appendix 1) and that men overall are more likely to be injured (28 men compared to 20 women). This variation in gender is a continuing trend from previous year.

Chart 1. Age Range and Gender of those Injured² in Accidental Primary Fires (total casualties 48)



² Injuries includes fatalities

Inclusive services

Free home fire safety checks (HFSCs) are offered to those at most risk and involve a full assessment of the resident's home and fitting of a smoke alarm where necessary. To ensure that our targeting is reaching the right people and that no particular group is less likely to take up the offer we monitor the age, gender, disability, ethnicity, religion or belief of residents.

The Service delivered 4,427 home fire safety checks in 2016/17 and 62% of those residents provided equality data. The tables below show the distribution of these by gender, age, ethnicity, religion and disability and compares the data with the percentage of population group in Cambridgeshire and Peterborough.

Table 1 – HFSC delivery, gender and age

Gender	% HFSCs done	% in Cambs and Peterborough (Census 2011)		Age	% HFSCs done	% in Cambs and Peterborough (Census 2011)
Males	34.8%	49.8%		Under 17	0.01%	21%
Females	65.2%	50.2%		18 - 24	1.3%	10%
				25 – 39	5.5%	21%
				40 - 59	7.4%	27%
				60 - 74	25.5%	14%
				75 and Over	60.1%	7%

The engagement rate with women is greater than with men which may reflect the time of day that HFSCs are mainly offered. Eighty - five percent of home fire safety checks were delivered to people over 60 – an increase on 76% in the previous year and 67% the year before that.

Progress in identifying any barriers for at risk BAME communities being able to access this service are described on p8.

The proportion of home fire safety checks delivered to people of different faith groups remains much the same as last year with people who identify as Christian (75%) still high compared to census data (58%).

Of all HFSCs done, 50% were for those with a disability the majority of these being a mobility disability. Although slightly lower than last year, this still reflects our targeted approach towards vulnerable people who are most at risk.

Table 2 - HFSC delivery, ethnicity and religion faith group

Ethnic Group	% HFSCs done	% in Cambs and Peterborough (Census 2011)	Religion	% HFSCs done	% in Cambs and Peterborough (Census 2011)
White British, English, Scottish Welsh, Northern Irish	93%	81%	Buddhist	0.1%	0.5%
Other White- Irish, Gypsy Traveller, Other	3.4%	9%	Christian	75.1%	58%
Mixed/Multiple Ethnic group	0.3%	2%	Hindu	0.5%	1%
Asian/Asian British	2.5%	6%	Jewish	0.2%	0.2%
Black or Black British	0.7%	1%	Muslim	1.7%	3%
Other Ethnic Group – other	0.2%	1%	Sikh	0%	0.3%
			Any other religion or belief	1.0%	0.4%
			No religion or belief	21%	29%
			Religion not stated	0%	8%

Table 3 – HFSC delivery, disability

Disability	% Home fire safety checks done	% in Cambs and Peterborough (Census 2011) where day to day activities are limited a little	% in Cambs and Peterborough (Census 2011) where day to day activities are limited a lot
No disability	51.6%		
Learning disability	0.7%		
Mental disability	7.2%		
Mobility disability	38.3%		
Physical disability	18.7%		
Sensory disability	1.4%		
Total disability	49.8%	9%	7%

During the course of the year “safe and well” visits were introduced and trialled following close liaison with our partners. These visits offer enhanced safety checks when visiting residents. They include advice and interventions around falls prevention; staying warm; alcohol awareness; crime reduction as well as fire safety checks and installation of smoke alarms when needed. From May 16 – Feb 17, 1,146 safe and well visits were recorded across the five districts of Cambridgeshire representing an engagement rate of 96%. 12% of residents were referred to other agencies.

Community engagement

The following are examples of engagement with different communities through the year:

Children and young people

Throughout the year staff have been involved in delivering safety campaigns to schools as well as hosting multi agency Safety Zones for year 5 and 6 children at fire stations.

A new diversionary programme to inspire young people began in September with 12 students from the Voyager Academy completing. The five-day programme uses fire related drills and culture to develop team working skills and increase self-esteem and confidence for children aged 11- 16. Fire Break was created by Essex Fire and Rescue Service who have worked alongside and trained specially selected Cambridgeshire FRS instructors.

Dementia

We continued to run dementia friends information sessions internally to coincide with national campaigns e.g. dementia awareness week in May 16. The Service supported St Ives Dementia Friendly Community Steering Group delivering information sessions from St Ives Fire Station to a range of businesses and services as well as promoting fire safety at their first Dementia Awareness Day at St Ives Corn Exchange in Jan 17.

Gender and ethnicity

Through our social media channels we prompted people to check their smoke alarms in twelve different languages, celebrating international mother language day and the linguistic skills of our staff!



International women's day was marked with a video on Facebook celebrating the variety of roles women undertake in Cambridgeshire Fire and Rescue service.

Sexual Orientation

In February, to celebrate LGBT History month, staff were invited to wear rainbow lanyards or bootlaces to show support for the LGBT community. Throughout the year we supported Encompass LGBT network by providing meeting space for them at Parkside Community Fire Station.

Complaints

Sixteen complaints were received from the public including five relating to inappropriate behaviour or attitude of staff as follows

- Driving/parking - 5
- Damage to property - 2
- Inappropriate behaviour/attitude of staff – 5
- Charging by the Service – 1
- Website content – 1
- Equipment failure – 2

All were investigated and resolved satisfactorily. None were related to an equality or inclusion issue.

Section 3 - Staff profile

The Service monitors staff protected characteristics at point of recruitment and provides existing staff with the facility to input or update their details in the human resources database on a self-service basis.

As at 31 March 2017 we employed 649 staff. The staff profile by role and protected characteristic is given in Tables 4 – 8 below.

Some protected characteristic information is sensitive personal data and is not reported where there could be a chance of identifying individuals. Therefore information on sexual orientation, disability, ethnicity and religion or belief is not disaggregated by workgroup.

Table 4a – gender by staff group and role

Protected Characteristic		Wholetime		On-Call		Control		Support		Total
		FFs	Managers ¹	FFs	Managers ¹	FFs	Managers ¹	Staff	Managers ²	
Gender	Male	130	107	147	71	3	2	37	19	516
	%	19.5%	16%	22%	10.6%	0.5%	0.3%	8%	2.9%	79.9%
	Female	15	3	10	1	16	18	49	21	133
		2.3%	0.5%	1.5%	0.2%	2.4%	2.7%	7.5%	3.2	20.5%

Table 4b – gender distribution – operational staff only

Protected Characteristic		Wholetime	On-Call	Total
		Firefighters & Managers	Firefighters & Managers	
Gender	Male	237	218	455
	%	93%	95%	94%
	Female	18	11	29
	%	7%	5%	6%

There has been a further slight increase in the number of women operational staff (29 compared to 26 in 2016 and 21 in 2015) although women remain very under-represented in operational roles. The increase is seen in whole-time operational staff but disappointingly there has been little change in number of on-call women FFs or promotions to Crew or Watch Commander. Work began in early 2017 to look at the equality impact of on-call recruit initial training to better understand this. At 6% the proportion of women in operational roles is slightly higher than the national average of 5% (15/16 statistics).

The demographic picture for Control staff shows little change with women in the majority of firefighter and managerial posts.

Across all staff groups, women make up just over 20% of the total workforce and while this is much lower than the demographic (51%) is higher than the national FRS figure of 14.6%.

Our positive action activities seek to bring about a long term and sustainable change to the gender balance in the workforce. However it is acknowledged that this will take time and the succession plan for the next five years gives a real opportunity to impact this as the retirement profile of long serving male officers is high.

Table 5 - age band by staff role

		Wholetime		On-Call		Control		Support		Total
		FFs	Mgrs ⁴	FFs	Mgrs ⁴	FFs	Mgrs ⁴	Staff	Mgrs ⁴	
Age	17-25	12	0	14	0	4	0	8	0	38
		32%	0	37%	0	11%	0	21%	0	6%
	26-35	50	11	65	16	5	8	22	8	185
		27%	6%	35%	9%	3%	4%	12%	4%	29%
	36-45	50	46	42	22	5	6	15	8	194
		26%	24%	22%	11%	3%	3%	8%	4%	30%
	46-55	32	50	29	28	5	3	17	15	179
		18%	28%	16%	16%	3%	2%	9%	8%	28%
	>55	1	3	7	6	0	3	24	9	53
		2%	6%	13%	11%	0	6%	45%	17%	8%

The proportion of staff under 36 has increased slightly (35% compared to 32% previous year) which reflects the recruitment of new wholetime firefighters in the year. Succession planning indicates that we will need to recruit approximately 70 firefighters over the next 5 years which reflects estimated annual retirements and voluntary attrition rate. The age diversity among support staff is greater than it is for operational staff.

Table 6 – ethnicity of workforce

Protected Characteristic	Firefighters/Staff	Managers ³	Total
Staff total	407	242	649
Total sharing	369	234	603
White British/Irish	353	223	576
%	95%	95%	95%
White Other	5	5	10
%	2%	2%	2%
BAME	11	6	17
%	3%	3%	3%

The number of BAME staff has increased by only one on the previous year while those who identify as White other has increased by three. The BAME figure is lower than the national average of 3.2% for fire and rescue services. The figure remains very low compared to the percentage of working age population in the county who identify as BAME (9.8%). The proportion of BAME managers at 3% is slightly higher than previous year.

However efforts to attract BAME staff continue and a number of positive action activities have been undertaken in the year (see p6 “progress against our equality objectives”). One strand of our positive action plan is aimed at building engagement with under-represented

³ Managers refers to Crew Commanders and all roles above.

groups into the day to day work of our operational crews and a Community Engagement and Campaigns officer was recruited in 2016 to support them in this.

Table 7 – disability

Protected Characteristic	Firefighters/Staff	Managers ⁴	Total
Staff total	407	242	649
Total sharing	387	241	628
Disabled	18	21	39
% ⁵	4.6%	8.7%	6%

While the percentage figure is much lower than last year (6% compared to 11.2%) this reflects the fact that many more staff now share information about whether they have a disability or not and so the increase in total sharing this data affects the percentage of those sharing they have a disability. The number of staff with a disability is one less than previous year. The proportion of managers with a disability is higher which indicates having a disability is not affecting ability to progress in CFRS.

In the course of the year, the service became a “Disability Confident Employer” - the Dept. of Work and Pensions new scheme to encourage and keep disabled people in employment. This acknowledges that we:

- Have undertaken and successfully completed the Disability Confident self-assessment.
- Are taking all the core actions to be a Disability Confident employer.
- Are offering at least one activity to get the right people for our business and at least one activity to keep and develop our people.

As part of this scheme we offered a 3 week work experience placement to a young adult with a disability in our Business Support Group. Through this he was able to identify the type of work and environment that suited him best, applied for and was offered his first permanent employment with another employer. A review of learning from this placement has been undertaken and it is hoped to grow the scheme in future years.

⁴ Percentage is of staff and managers declaring

Table 8 – sexual orientation and religion/belief

Protected Characteristic	Total
Staff total	649
Staff sharing data	570
Heterosexual	501
%	88%
Lesbian, Bisexual	9
	1.6%
Prefer not to say	60
%	10.5 %

National data on sexual orientation varies, with estimates of those who identify as lesbian, gay or bisexual ranging from 2% (ONS) to 10% (Stonewall). No staff members identify as gay on the HR database and the figure of 1.6% for those identifying as lesbian or bisexual is very low.

Protected Characteristic	
Staff total	649
Staff sharing data	556
Christian	266
%	47.8%
Other religions ⁵	20
%	3.5%
No religion	237
%	42.6 %
Prefer not to say	33
%	5.9%

There is little change from last year in religious diversity of staff. The proportion of staff of no religion is higher than the county average of 29% (census 2011), lower than the population of other religions (5%) and lower than the Christian population (58%).

Analysis of leavers

Table 9a – reasons for leaving

Reason	Wholetime Operations	On-Call Operations	Control	Support	Total
Redundancy	0	0	0	1	1
Ill health retirement (not service related)	1	0	0	1	2
Retirement (length of service or age related)	10	1	0	2	13
Voluntary resignation	2	25	5	5	37
End of fixed term contract	0	0	0	2	2
Other	0	3	0	0	3
Total	13	29	5	11	58

The number of staff leaving the Service has fallen by 9 (16%) – the second year in succession where a decline in leavers has been seen. The highest proportion of leavers is

⁵ Buddhist, Hindu, Jewish, Muslim, Sikh and “other” combined

among Control (13%) and on-call staff (13%) with 67% of all resignations from the on-call staff group.

Table 9b – diversity of leavers

Leavers	Gender		Ethnicity	Disabled	Religion or belief	Sexual orientation	Age groups			
	M	F					17-25	26-35	36-45	46 and >
Resigned	29	8	0	1	1	0	1	12	13	11
Other	20	1		2	1	0	0	2	1	18
Total	49	9	0	3	2	0	1	14	14	29

The proportion of people in each equality group leaving the Service is broadly in keeping with their overall proportion. While the proportion of disabled staff leaving (8%) is slightly higher than the overall proportion of disabled staff (6%) the reasons for two of those three leaving was age related or ill health retirement.

Analysis of disciplinary cases and grievances

Discipline (informal and formal) and grievance cases are monitored across the protected characteristics to see if there are any trends that indicate specific groups are more likely to be affected. Disability, ethnicity and sexuality data is personal sensitive data. Therefore, as numbers of those affected in these equality groups are less than ten, numerical data is not given as individuals could be identified. Table 10 shows a broad analysis of informal and formal disciplinary cases for 2016/17 and Table 11 shows grievances.

Table 10 – Discipline

Disciplinary Cases 2016/17		Informal outcome	First Formal warning
Total numbers		30 (including 2 x no justification for formal action)	8
Issues	Availability & attendance	20	2
	Failure to comply with policy	5	
	Dishonesty	1	1
	Inappropriate behaviour	0	1
	Refusal to comply with reasonable instruction	1	
	Capability	1	4
Gender		27 male; 3 female	8 male
Ethnicity		Data set too small to publish	Data set too small to publish
Sexual orientation		Data set too small to publish	Data set too small to publish
Disability		30 not disabled	Data set too small to publish

Overall number of discipline cases is considerably lower than previous year (64 informal and 3 formal) although the number of formal outcomes is higher.

Table 11 – Grievances

Total numbers		12	Outcomes
Issues	Terms and conditions of employment	3	2 informally resolved; 1 formally upheld.
	Unfair treatment	3	2 informally resolved; 1 partially upheld following appeal
	Bullying or harassment	2	2 informally resolved
	Process	1	Informally resolved
	Other	3	1 informally resolved; 2 not upheld.

While the numbers of grievances increased by four over the previous year, the numbers are too low to identify any concerning trends and staff with a minority protected characteristic do not appear to be affected disproportionately. Grievances relating to bullying or harassment continue to feature though in low numbers and addressing this is part of the service's equality plan (see p7).

Recruitment diversity analysis – attraction and success rate of job applicants

The following data provides an overview of applicant and recruit diversity for on-call firefighters, support and Control staff in the year ending June 2017 and compares this to the equivalent period in the previous year.

On call applicants⁶ and recruits

On-Call applicant criteria	2015/16 (156)			2016/17 (211)		
Gender	F	M		F	M	
No. /%	17/ 11%	139/ 89%		23/ 11%	188/ 89%	
	BAME	Wh oth		BAME	Wh oth	Prefer not to say
No. /% ethnic group	13/ 8%	8/ 5%		12/ 6%	10/ 5%	2
No. /% with disability	5/ 3%			4/ 2%	5	prefer not to say
No. /% age 17-25	52/ 33%			75/ 36%		
26-35	74/ 47%			97/ 46%		
36-45	24/ 15%			28/ 13%		
46+	5/ 3%			10/ 5%		
No. /% LGB	3/ 2%			12/ 6%	16	prefer not to say
	No rel	Chr	Oth rel	No rel	Chr	Other rel
No./% religion, belief	94/ 60%	51/ 31%	4/ (3%)	131/ (62%)	65/ (31%)	4/ (2%)

⁶ Applicants include all those who make an initial enquiry.

On-Call recruit criteria	2015/16 (27 total)		2016/17 (28)	
	Female	Male	Female	Male
% by gender	11%	89%	3/11%	25/89%
	BAME	White other	BAME	White other
% ethnic group	4%	4%	0	1/3.5%
% age group				
17-25	22%		6/21%	
26-35	59%		16/57%	
36-45	15%		5/18%	
46+	4%		1/3.5%	
Disability, religion or belief and sexual orientation	Data sets too small to disclose			

The diversity of both on-call applicants and recruits has changed little from previous year despite efforts to find new ways to engage with as wide a range of potential applicants as possible. Efforts to attract a more diverse pool have included:

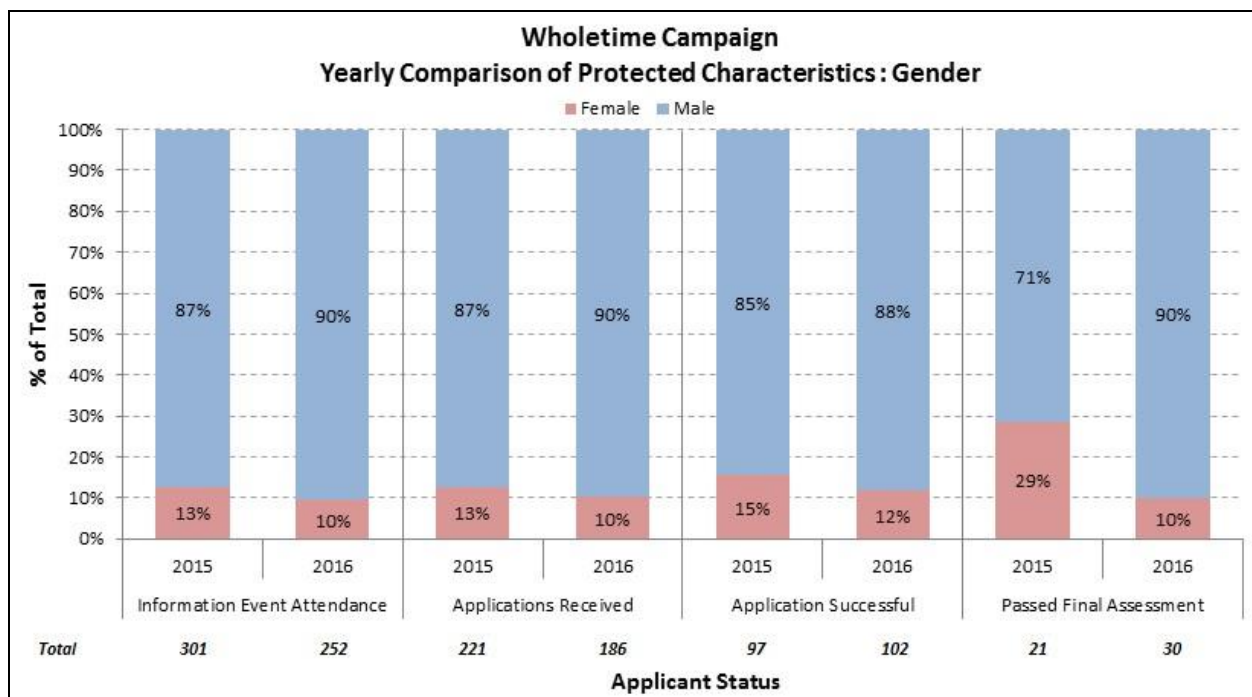
- Website profiles – featuring on-call firefighters of both genders and different backgrounds
- Social media – Facebook page featured a celebration of women on-call firefighters (and other staff) in International Women's day.
- Station based campaigns
- Specialist media - advert promoting on-call firefighting opportunities in LGBT press.

We continue to monitor the reasons why people drop out of or fail the recruitment process – particularly under-represented groups. Of the 12 people from BAME backgrounds who made an initial enquiry in the year, four did not submit an on-line application; three lived or worked outside the 5 minute traveling requirement; two did not respond to correspondence or other contact; one failed one of the practical tests and one did not attend the written test.



Wholetime duty system

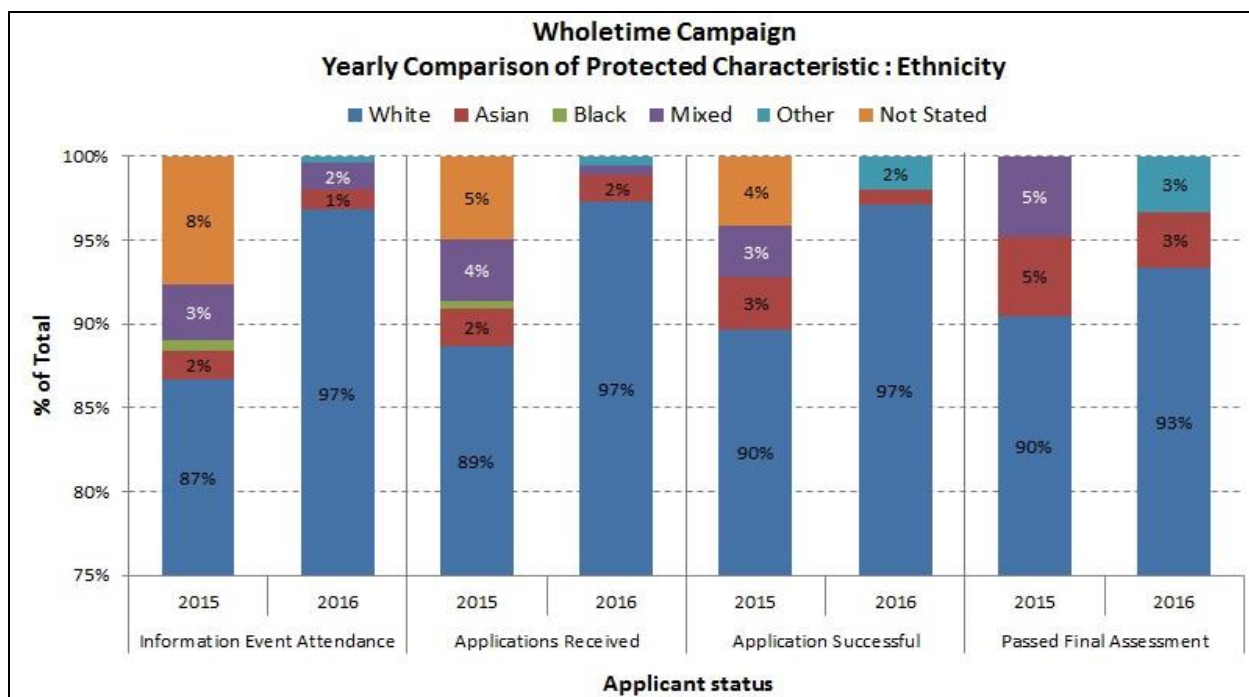
The following tables show the outcomes from the last two years of wholetime recruitment in terms of diversity of applicants and recruits.



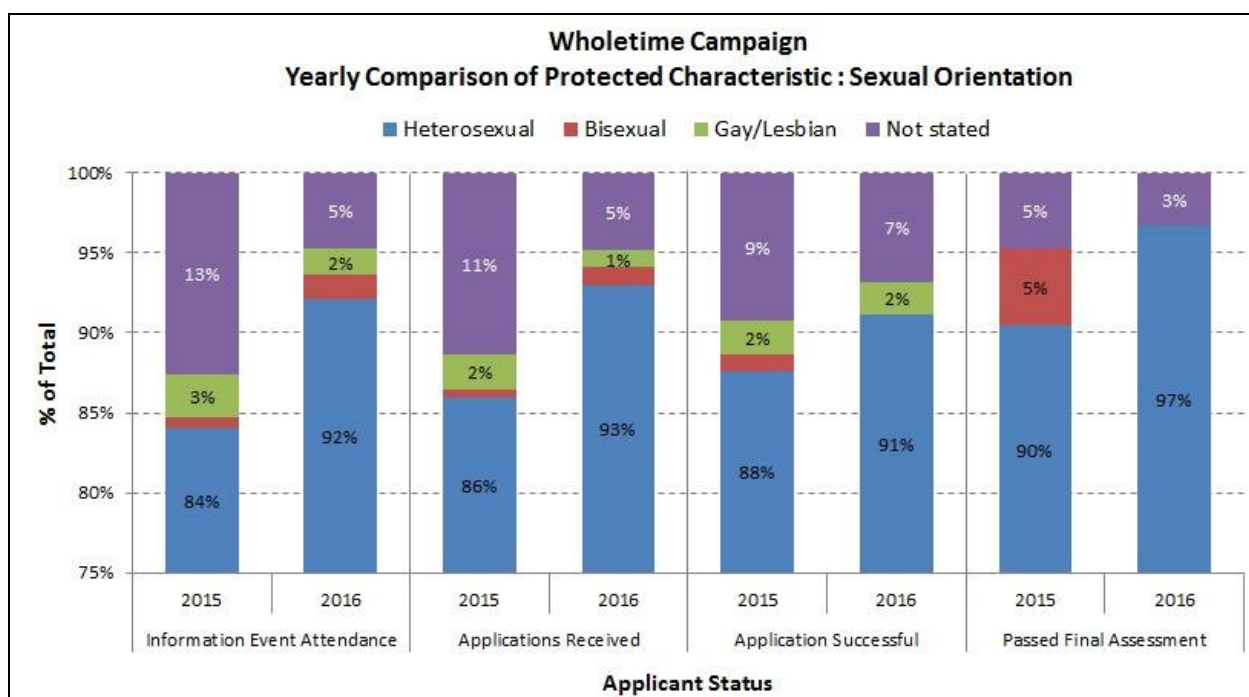
The proportion of women applicants dropped slightly in 2016 as did the overall number of applicants. However the number of women recruits was consistent with the number applying. The recruitment campaign was preceded again by a number of “Have a Go Sessions” with 20 women attending out of 35 total. Five attendees went on to apply.

In three years there have been three selection processes for wholetime firefighters and women’s success rate has been proportionate to the number applying initially.

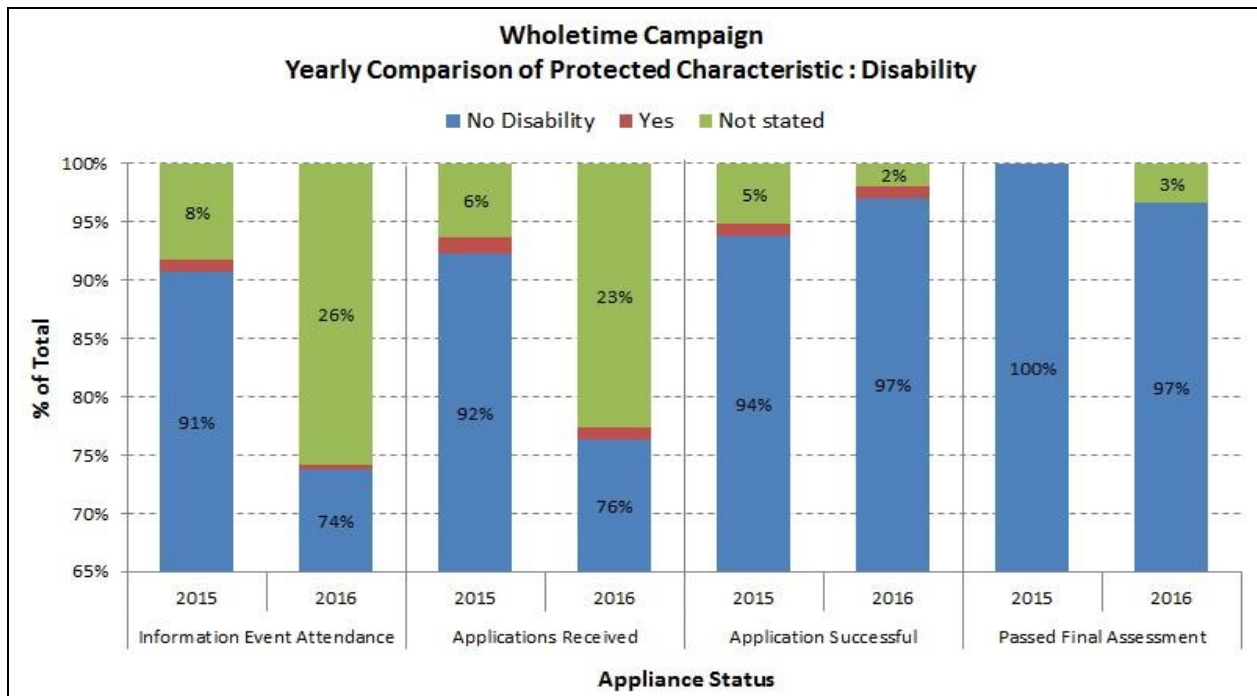




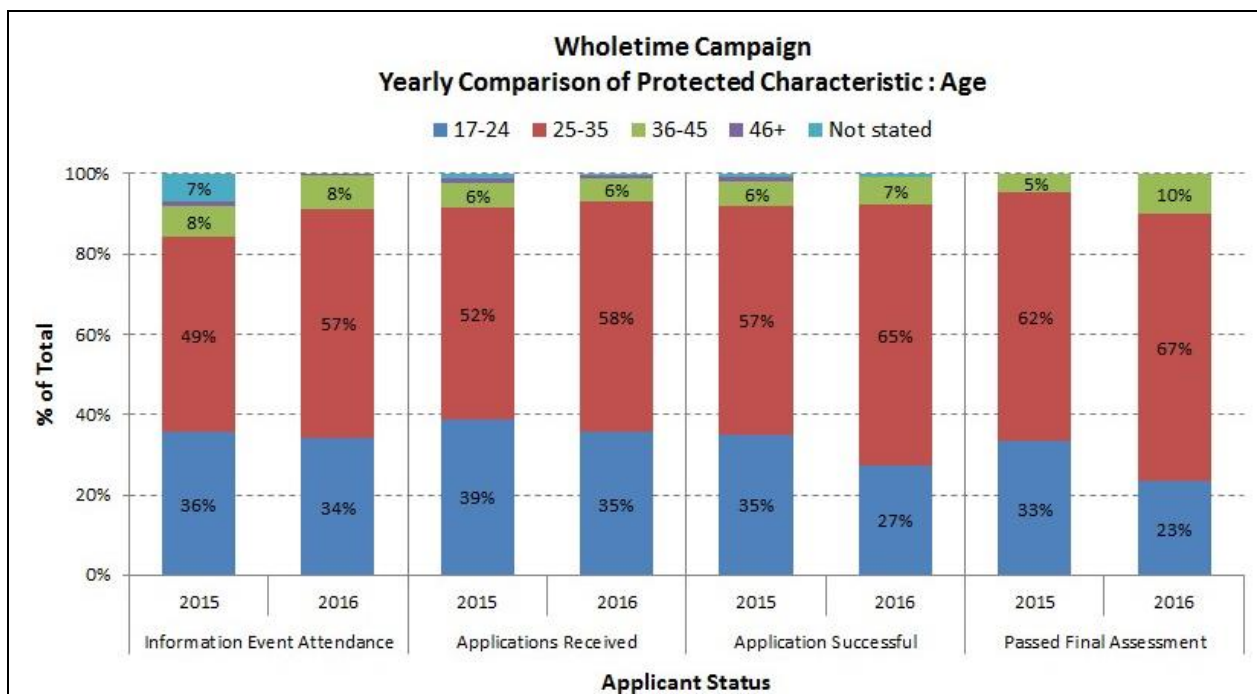
At just over 3% the 2016 BAME applicant figure remains low and is 2% lower than previous year. The recruitment campaign itself and adverts for have a go sessions were promoted through a range of ethnic community and faith groups but it is understood that sustained and engaging relationships need to be built with minority communities for there to be a real change in this situation. Nonetheless, 6% of successful recruits were of BAME background which compares favourably to the 3% applications from this group.



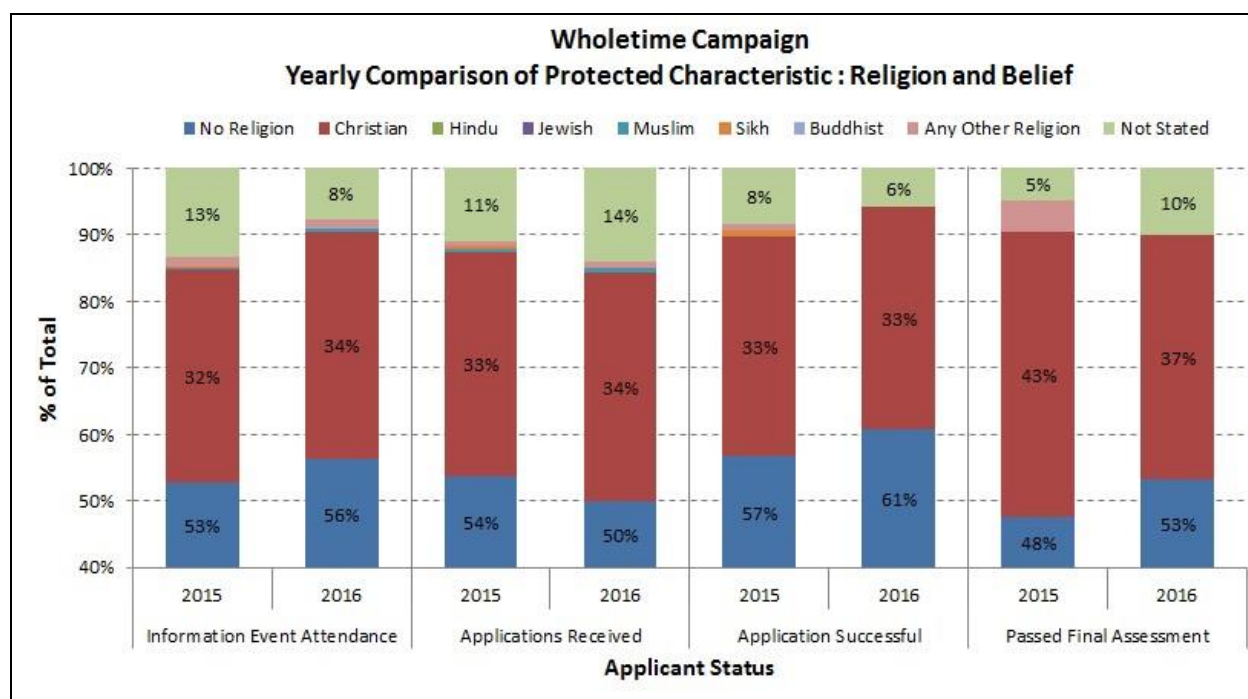
The proportion of LGB applicants was also lower than previous year.



Given the nature of the role, it is not possible to establish a benchmark for the proportion of disabled people who may have the potential to become firefighters. However the tiny proportion (<1%) of applicants who shared that they had a disability means more work clearly needs to be done to ensure these opportunities are fully understood.



2016 saw the number of applicants over 24 grow slightly and this was matched by a higher proportion of successful recruits in the over 24 age bands.



Only 2% of applicants came from a minority faith group and none were successful at the final assessment. Cambridge and Peterborough are particularly diverse in terms of ethnicity and faith/belief and more effort will be made to focus on those geographical areas next year.

Support and Control Recruitment

A total of 15 support and Control vacancies were advertised in the reporting period. The diversity of applicants and successful recruits compared with the previous year is given below.

Table 13a – Support and Control applicants

Support and Control	2015/16 (221 but only 179 applicants shared some equality data)			2016/17 (144 but only 72 shared equality data)		
	Female	Male		Female	Male	
% by gender	56%	44%		60%	40%	
White other	BAME	White other		BAME	White other	
% ethnic group	5%	7%		7%	3%	
% disabled	2%			4%		
%age group 17-24	18%			17%		
25-35	30%			38%		
36-45	18%			24%		
46+	27%			22%		
% LGB	3.6%			10%		
	No rel	Christian	Oth rel	No rel	Christian	Oth rel
% religion or belief	42%	42%	3%	52%	43%	4%

Table 13b – support and Control successful candidates

Of the fourteen successful candidates, eight did not supply equality data; hence any analysis is statistically skewed and would breach confidentiality. This information is therefore not given.

Training and Development

Officer In-Charge training

This training course is the first requirement for a competent firefighter to become an Officer In-Charge, a requirement for potential Crew Commanders, both On-Call and whole time; only gender is analysed due to small data set.

Table 14

Officer In-Charge training	2015/16 (22 total)		2016/17 (21 total)	
	Female	Male	Female	Male
% by gender	14%	86%	10%	90%

While the number of women attending this first level of optional development is slightly lower than previous year, it is proportionate to their number in the workforce generally.

Equality and Inclusion Training

Mandatory training on equality and inclusion is undertaken via the Service's e-learning platform. Modules are available for managers and non-managerial staff and they are required to undertake these annually (with the exception of on-call staff and managers who complete the modules every two years). In addition all new staff are required to attend a Professional Behaviour at Work one- day course (two days for managers) delivered by an external trainer. This course deals with inappropriate behaviour, bullying and harassment and aims to equip staff with knowledge and understanding of the Service's values and culture and the skills to challenge unprofessional, offensive or discriminatory behaviour.

Promoting Inclusion

The following are a selection of activities that took place throughout the year to encourage staff to value diversity and to be themselves.

- A new disabled member of staff reflected positively on her first few months in the Service in Sharp End News observing:

"What first attracted me to CFRS was the two ticks stamp ("positive about disability"). Working for an organisation which can not only see past a disability but is actually positive about it is incredibly attractive and I didn't hesitate in applying for the role.....My access requirements for the interview were accommodated and perhaps more importantly I wasn't made to feel like a nuisance. It was a really positive experience and when I was offered the role I had no hesitation in accepting. During this conversation my manager explained that the team sat upstairs but the service would arrange for an office downstairs, in addition to that I could also work from my local station – perfect!"

- In February 2017 staff had the opportunity to support LGBT History Month by wearing rainbow lanyards, wristbands or bootlaces. Senior managers sported rainbow ties at a Fire Authority meeting that month.
- A Blue Light network of mental health champions was launched as part of Cambridgeshire FRS's pledge to take action to raise awareness and end the stigma and silence associated with mental health illness.
- Staff from a variety of groups across the Service visited mosques in Peterborough to improve understanding of Islamic religious observances; the role of the Mosque and its leaders and to build mutual understanding of how we can support each other.



Section 4 – Gender Pay Gap Report 31st March 2017

1.0 Introduction

In 2017 new regulations were introduced under the Equality Act 2010 requiring employers of more than 250 staff to calculate and publish information about the gender pay gap in their organisation.

The gender pay gap shows the difference between the average earnings of men and women. As a concept it is different from “equal pay” which deals with any pay differences between men and women who carry out the same or similar jobs or jobs of equal value.

In previous years we have reported on equal pay among support staff but have not included Control or operational staff as their pay and allowances are governed by national terms and conditions of employment agreed collectively through the National Joint Council for Local Authority Fire and Rescue Services as laid out in the Scheme of Conditions of Service (or “Grey Book”)

Calculating, analysing and reporting on the gender pay gap can provide a valuable measure of equality in the workplace. It is a long standing phenomenon globally and varies by occupation, age group and working patterns. It can highlight any difference in men’s and women’s participation in work of different types and levels and how effectively talent is being maximised.

The gender pay gap regulations require us to include all employees and to calculate a number of gender pay gap measures with reference to all staff. However where it has been helpful to explain or further explore this pay gap, reference has been made to the pay (and gaps) between different groups of staff.

The Cambridgeshire and Peterborough Pay Policy statement is reviewed and updated annually and published on our website. Its purpose is to provide transparency to the pay policy adopted by Cambridgeshire Fire and Rescue Service. The policy states:

“The most recent pay policy (February 17) reflects the different roles, duties and responsibilities undertaken by service employees. This is reflected in pay differentials between different groups of workers and between workers in the same pay group. The pay bands established are based on nationally applied role maps (operational employees) or grading bands established through a job evaluation process (support employees).”

Pay Policy reflects adherence to the principle of “equal pay for work of equal value”. The Service will report on any gender pay gap annually as required by the Equality Act 2010 commencing April 2018 and is committed to taking relevant action to reduce any gender pay gaps.

In applying its policy, the Authority will work to eliminate any elements which may, directly or indirectly, discriminate unfairly on the grounds of sex, race, colour, nationality, ethnic or national origin, age, marital status, having dependants, sexual orientation, gender reassignment, religion or belief, trade union activity, disability or any other factors. Part-time workers receive the same pay and remuneration as full-time workers undertaking the same job role on a pro-rata basis.”

2.0 Why might a pay gap exist and what is the national gender pay gap?

Factors contributing to the GPG are complex. Social pressures and norms influence gender roles and often shape the types of occupations and career paths which men and women follow, and therefore their level of pay. Women are also more likely than men to work part-time and to take time out from their careers for family reasons which may affect their progression to higher paid posts.

Factors contributing to the gender pay gap may include:

- Occupational segregation. Fewer women go into STEM (science, technology, engineering and maths) professions which tend to be higher paid.

- More women than men work in caring professions (carers; teaching assistants; health care) which are relatively poorly paid.
- Lack of well- paid, part-time or flexible work.
- Lack of senior female role models in some organisations may mean women are less likely to progress to senior levels – even though they may want to.
- Unconscious bias and discrimination – including assumptions about mothers not wanting or aspiring to promotion etc.⁷

The Annual Survey of Household Earnings (ASHE) provides the most recent analysis of **median** gender pay gap. For all occupations and taking full-time and part-time employees together, the median gender pay gap was **18.1%** in 2016.

Labour Force Survey data is also used by EHRC in their gender pay gap report. This indicates the **mean** gender pay gap derived from Labour Force Survey (LFS) was **10%** in 2014 having fallen from 27% in 1993.

3.0 Required calculations

The Gender Pay Gap Information regulations 2017 provide detailed definitions of which employees should be included; ordinary pay; allowances and bonuses; meaning of “hourly” rate of pay; and how to calculate employees’ weekly working hours. Local Government Association guidance has also provided examples of how this might be interpreted in cases where no regular weekly hours are worked (as is the case for on-call firefighters). The nature of on-call firefighters work and the way they are remunerated (annual retainer fee proportionate to the amount of availability they give; hourly rate for responding to incidents; disturbance allowance etc.) means it has been impossible this year to accurately calculate the exact hours of work in the reference period and therefore actual hourly rate of pay. We have used their contractual hours which cover drill (training) nights. We acknowledge that this has the effect of inflating the hourly rate of pay but have treated each on-call employee in the same way. As their actual hours are dictated by emergency incidents we are satisfied that this does not give rise to any gender disparity.

The following calculations are required by the regulations and explained below. They are all expressed in percentages.

3.1 Mean Gender Pay Gap

The difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees (regulation 8).

A **mean** average involves adding up all the numbers and dividing the result by how many numbers were listed.

3.2 Median gender pay gap

The difference between the median hourly rate of pay of male full-pay relevant employees and that of female full- pay relevant employees (regulation 9).

⁷Equality and Human Rights Commission research report 109 “The gender pay gap” August 2017

A median average involves listing all numbers in numerical order. The median average is the middle number when there is an odd number of results. If there is an even number of results, the median will be the mean of the two central numbers.

3.3 Mean bonus gender pay gap

The difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees.

3.4 Median bonus gender pay gap

The difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees (regulation 11).

Regulation 10b requires inclusion of “any remuneration thatrelates to profit sharing, **productivity, performance, incentive** or commission”.

Cambridgeshire Fire and Rescue Service have interpreted regulation 10 (b) to apply to:

- **Productivity:**
 - resilience payments paid to operational staff for providing additional operational cover under certain conditions.
- **Performance:**
 - performance related supplements paid to Area Commanders and Group Commanders.
 - honorariums potentially payable to any staff group member as a one-off payment in recognition of particularly good work or effort.
- **Incentive:**
 - Continuous professional development (CPD) payments to operational staff. This is not an automatic payment but dependent on evidence of CPD – hence interpreted as an incentive in accordance with LGA advisory bulletin 644 (January 17).

3.5 Proportion of males and females receiving a bonus payment

The proportions of male and female relevant employees who were paid bonus pay (regulation 12).

3.6 Proportion of males and females in each quartile pay band

The proportions of male and female full-pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands (regulation 13).

4.0 Cambridgeshire Fire and Rescue Service's Gender Pay Gap

Eighty-one percent of Cambridgeshire Fire and Rescue Service's employees (521) are operational and Control firefighters and officers, including principal fire officers. Their employment is governed by national terms and conditions of employment agreed collectively by the National Joint Council for Local Authority Fire and Rescue Services as laid out in the Scheme of Conditions of Service (“Grey Book”) which lays out duties of different roles (role maps).

The National Joint Council for Principal Fire Officers of Local Authority Fire Brigades 'Constitution and scheme of conditions of service', known as the "Gold Book" directs the terms and conditions of employment for Principal Fire Officers . Both "Grey Book" and "Gold Book" include rates of pay, allowances and bonuses.

The terms and conditions of support staff are governed by the National Joint Council for Local Government Services and all support posts are job evaluated in accordance with the Hay scheme.

4.1 Mean, median, pay and bonuses

Difference in median hourly rate of pay between men and women	13.9%
Difference in mean hourly rate of pay between men and women	18.6%
Difference in median bonus pay	0.00%
Difference in mean bonus pay	0.57%
Proportion of male employees who received bonus pay	61.4%
Proportion of female employees who received bonus pay	26.0%

At 13.9% the median gender pay gap is below the national figure for all occupations and employees (18.1%). The mean pay gap at 18.6% is however relatively high compared to Labour Force Survey data (10% in 2014). While the gap in bonus pay is insignificant, the proportion of men in receipt of bonus pay is considerably higher than the proportion of women.

4.2 Quartile Pay Bands

Proportion of male employees in the lower quartile pay band	67%
Proportion of female employees in the lower quartile pay band	33%
Proportion of male employees in the lower middle quartile pay band	76%
Proportion of female employees in the lower middle quartile pay band	24%
Proportion of male employees in the upper middle quartile pay band	84%
Proportion of female employees in the upper quartile pay band	16%
Proportion of male employees in the upper quartile pay band	92%
Proportion of female employees in the upper quartile pay band	8%

Given the proportion of women across all roles and posts is 21%, the distribution of women across pay bands is uneven with a high proportion in lower quartile and a low proportion in the upper quartile.

5.0 Possible reasons for gender pay gap in Cambridgeshire Fire and Rescue Service

5.1 Workforce Composition

The workforce is predominantly male (79%) and a high proportion of these (89%) are operational staff meaning their terms and conditions are different from support staff – which has a higher proportion of women (56%). The operational workforce (excluding Control) is 94% male. Operational and control staff (both governed by NJC terms and conditions as set out in Grey Book and Gold Book) are 12% female and 88% male.

The lack of gender diversity among operational staff is a national challenge for Fire and Rescue Services and has a historical and societal context. There were no women firefighters until 1978 in the UK (1984 in Cambridgeshire) and the occupation is still perceived by some as a “male” one requiring exceptional physical abilities. Research points to a lack of awareness about the role and skills required of a firefighter which in turn may create barriers for women in considering this as a career.⁸

Cambridgeshire FRS has taken various forms of positive action to attract women to operational roles since the early 2000s and most recently developed a positive action strategy and work plan in 2014 covering long term and short term approaches to improving workforce diversity. Low turnover among whole time career firefighters has meant the pace of improvement has been slow but this is steadily improving and remains a priority for the Service.

Reviewing and improving workplace facilities for women along with addressing their uniform and personal protective equipment needs are some of the steps that have been taken in the past, while improving flexible working practices is currently a feature of our equality work plan.

5.2 Different conditions of service

Operational and control staff (both governed by NJC terms and conditions as set out in Grey Book and Gold Book) are 12% female and 88% male. The nature of operational work (shift based, providing 24/7 cover for operational incidents) means a number of allowances are paid (e.g. for different operational duty systems; for “acting up” or temporary promotion to a different role) to operational staff. There are 16 different allowances paid to staff in total and while five of these apply to support staff posts, the majority are paid to operational staff (including Control) and so influences the gender pay gap.

The proportion of men receiving a bonus is much higher than women which may also contribute to the size of the pay gap and is affected by the occupational segregation as described above. Bonuses include continuous professional development payment (in “Grey” book terms and conditions of Service) and resilience payments which are aimed at delivering operational resilience and again impacts only operational staff.

To understand this better the pay gap for support staff and operational staff has been calculated separately (although not required by gender pay gap regulations).

⁸ London Fire Brigade/Future Thinking Research report Dec 16

Description	All staff	WT operational staff	On-call operational staff	Control staff	Support staff
Difference in median hourly rate of pay between men and women	13.9%	<1%	1.4%	<-1%	8%
Difference in mean hourly rate of pay between men and women	18.6%	10.5%	2.0%	-8%	12%
Difference in median bonus pay	0.00%	0.00%	5.5%	-21%	-20%
Difference in mean bonus pay	0.57%	23%	6.7%	0.00	-24%
Proportion of male employees who received bonus pay	61.4%	78%	60%	40%	7%
Proportion of female employees who received bonus pay	26.0%	38%	40%	63%	3%

These data show the pay gaps for support staff are greater than for operational staff which cannot be explained by the different conditions of service or workforce composition. However with regards to bonuses, there is a pay gap in favour of women in support roles which is the opposite situation to wholtime operational roles where the difference is similar but in favour of men. This can partly be attributed to the high proportion of men working in operational roles but does not explain the differences seen in support posts.

Control room staff are predominantly women (87%) and at management level 90% of managers are women which explains the pay gaps in favour of women.

The pay gaps for on-call staff are generally lower, however there is still a pay gap in bonus payments and the proportion of on-call staff receiving bonuses favours men.

6.0 Recommendations

There is enough of a gender pay gap across all staff groups to warrant further investigation.

It is recommended that:

- Existing work, articulated in the equality strategy, to increase number of women in operational firefighting posts and men into Control posts and to improve their retention, continues.
- An equal pay audit of all employees including the allocation of bonuses and allowances be carried out in 2018/19.
- A review of bonus payments and allowances be carried out with the aim of ensuring consistency in application.

Cambridgeshire and Peterborough

Population : 804,841

Gender

49.8% Male (400,419)
50.2% Female (404,422)

Average Age
39 years

Median Age
38 years

Age Range



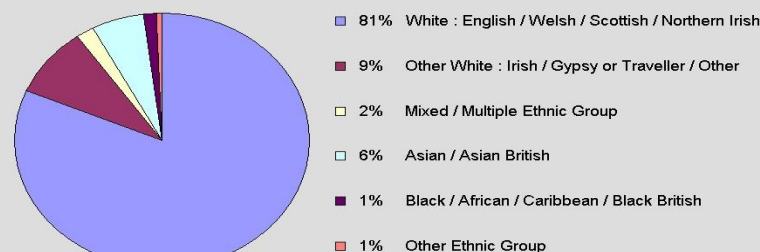
Long Term Health Problem or Disability

Day-to-day activities limited a lot : 7% (54,674)

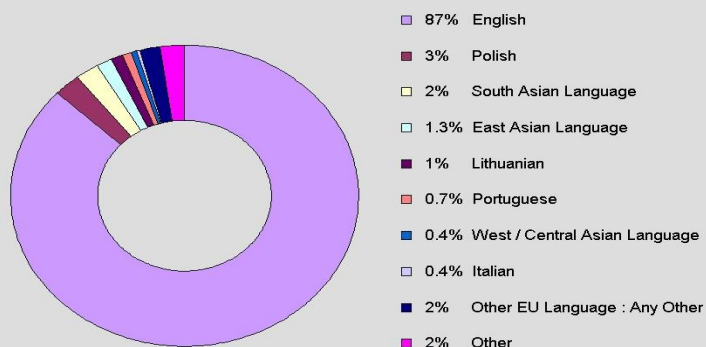
Day-to-day activities limited a little : 9% (70,944)

Day-to-day activities not limited : 84% (679,223)

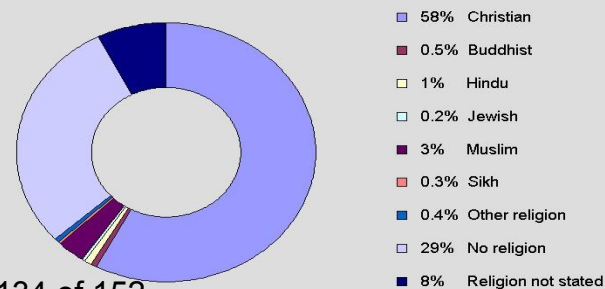
Ethnic Groups



First or Preferred Language aged 3 and over



Religion



Cambridge City District

Population : 123,867

Gender

50.8% Male (62,984)
49.2% Female (60,883)

Average Age
36 years

Median Age
31 years

Long Term Health Problem or Disability

Day-to-day activities limited a lot : 5% (6,798)

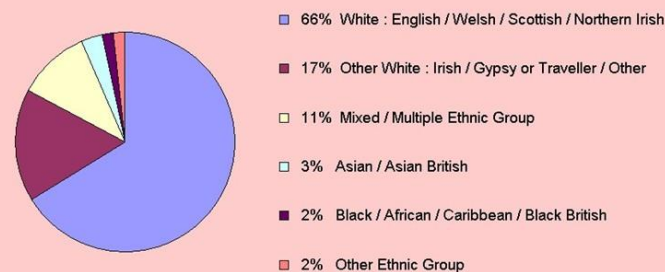
Day-to-day activities limited a little : 7% (9,266)

Day-to-day activities not limited : 87% (107,803)

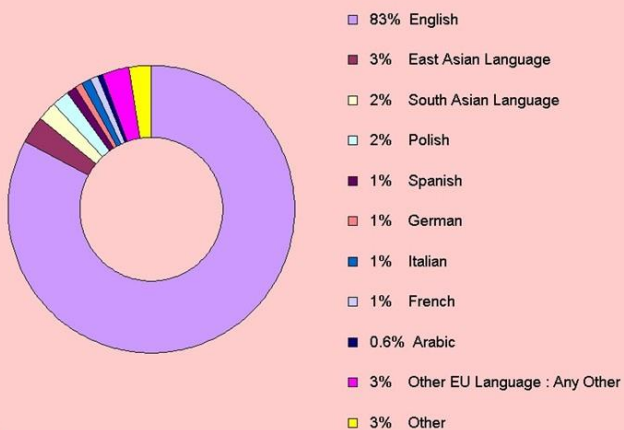
Age Range



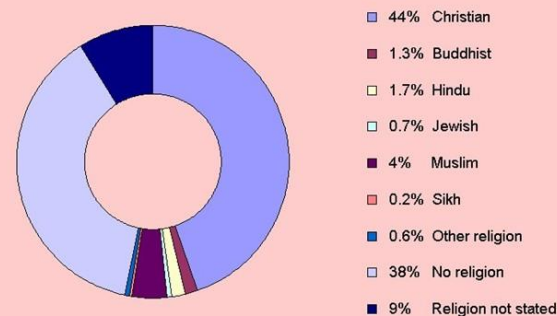
Ethnic Groups



First or Preferred Language aged 3 and over



Religion



Peterborough District

Population : 183,631

Gender

49.5% Male (90,859)
50.5% Female (92,772)

Average Age
37 years

Median Age
35 years

Age Range



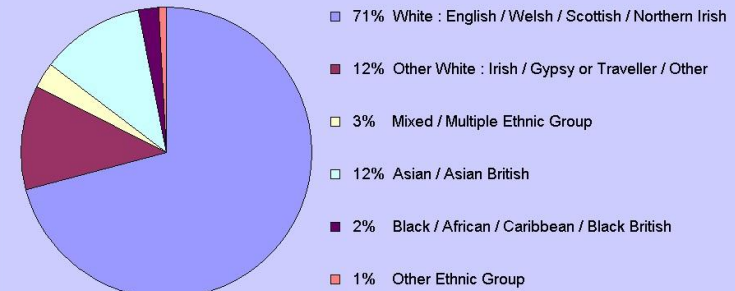
Long Term Health Problem or Disability

Day-to-day activities limited a lot : 8% (14,053)

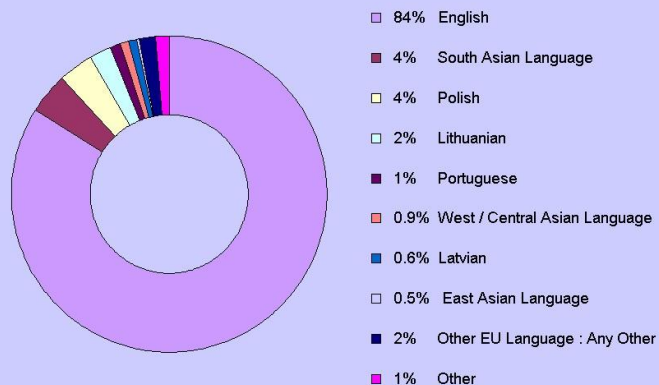
Day-to-day activities limited a little : 9% (16,538)

Day-to-day activities not limited : 83% (153,040)

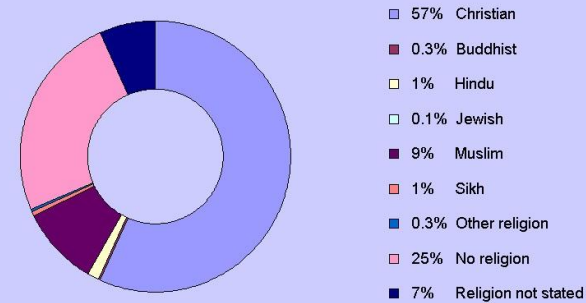
Ethnic Groups



First or Preferred Language aged 3 and over



Religion



Equality Impact Assessment Summary 2016/17

Appendix 2

The following projects, policies or decisions were considered for equality and changes made to final outcome as a result.

Project, policy or decision	Function	Impact issues considered	Changes or mitigation
Business safety Seminars	Community Safety (Fire Protection)	Ethnicity (nationality and language)	Proactively promote seminars to minority communities including places of worship. Extend monitoring to cover other protected characteristics.
Transfer process (internal)	Operational Response (wholetime)	All protected characteristics	Consideration of equality issues including personal circumstances to be included in revised policy and relevant transfer application form to be amended to reflect this.
Fire Break youth intervention	Community Safety (Fire Prevention)	All protected characteristics	Ensure equality monitoring of referrals can be done via schools
Operational Assurance strategy	Operational Support Group	Disability (Dyslexia)	Ensure OA documentation follows service dyslexia-friendly branding; is easy to complete and feedback from users is encouraged.
Station Commander A to B promotion processes	Operational Support Group/Human Resources	Maternity/pregnancy, disability, religion, carer responsibilities, gender.	Ensure opportunity for SCB promotion is not dependent on ability to fulfil flexi-duty rota. Ensure information about process is available for staff absent on parental, maternity, paternity leave. Deconflict selection processes with major religious occasions.
CCTV (use of recorded data)	Health and Safety	Right to respect for privacy and family life (human rights act section 8)	Ensure procedures for use of recorded data comply with relevant legislation.
Asset management software	Project Management	Disability	Ensure software is compliant with accessibility standards and that feedback is received from staff dyslexia network.

The following projects, policies or decisions were assessed and found to have only positive or neutral impact on different protected characteristic groups.

Project, policy or decision	Function	Impact issues considered	Conclusion
Fire Setter Intervention Scheme	Community Safety (Fire Prevention)	All protected characteristics apart from pregnancy/maternity	No different impact that had not already been addressed.
Fitness Testing (Chester Treadmill)	Occupational Health	Age, gender	No adverse impact on any group
Co-responding Trial	Operational Support Group	All characteristics	Only positive impact

TO: Policy and Resources Committee

FROM: Deputy Chief Executive – Matthew Warren

PRESENTING OFFICER(S): Deputy Chief Executive - Matthew Warren
Telephone: 01480 444619
matthew.warren@cambsfire.gov.uk

DATE: 14 December 2017

JOINT PROPERTY STRUCTURE PROPOSAL

1. Purpose

- 1.1 To present the Policy and Resources Committee with an outline of the initial plans for a joint property structure with Cambridgeshire Constabulary.

2. Recommendation

- 2.1 The Policy and Resources Committee is asked to note the contents of this report and endorse plans to develop a business case for presentation to Fire Authority.

3. Risk Assessment

- 3.1 **Economic** – it is anticipated that there will be savings across the two organisations. However from a fire perspective the primary objective will be the resilience created by merging the two teams.
- 3.2 **Political** – Members will appreciate the duty that they now have to collaborate with emergency service partners; this initiative embraces said duty.

4. Background

- 4.1 Earlier this year, the Government introduced a number of provisions in the Policing and Crime Act 2017 to give renewed emphasis and energy to the transformation of emergency services in England. One of the key measures of the 2017 Act was the creation of a statutory duty to collaborate, which covers police, fire and ambulance services.
- 4.2 Since late 2016 the Service has been in discussions with the Constabulary to explore the possibility of creating one property team to provide a service across both organisations.
- 4.3 Work completed to date includes a comparison of the services that we provide internally and those that we outsource, to identify opportunities where

these could be brought in line with each other. A strengths, weaknesses, opportunities and threats or SWOT analysis has also been carried out for each organisation to inform the potential collaboration.

5. Objectives, Benefits and Planning

- 5.1 The main objective of the collaboration is to provide an improved service with greater resilience across the combined estate, whilst continuing to align and share assets across the two organisations.
- 5.2 To further assist in aligning assets and to realise the potential for cost savings across the Services, a full review of the property teams is being undertaken to understand how they might be merged effectively to create a resilient, single team of skilled professionals working across the entire property portfolio without duplication of effort.
- 5.3 One of the difficulties in maintaining a fully skilled team within our Service, particularly those with qualifications, has been attracting appropriately skilled professionals. This is also a challenge for our blue light partners. The creation of a shared team could potentially reduce this issue and associated recruitment costs and ensure both organisations, by not competing for a similar resource, benefit from any appointments to role.
- 5.4 A full business case, including potential options for creating a merged team, will be presented to the Fire Authority and the Police and Crime Commissioner in February 2018, for approval.

BIBLIOGRAPHY

Source Document	Location	Contact
None		

TO: Policy and Resources Committee

FROM: Chairman Policy and Resources Committee – Councillor K Reynolds

PRESENTING OFFICER(S): Chairman Policy and Resources Committee –
Councillor K Reynolds
01480 444500
kevin.reynolds@cambridgeshire.gov.uk

DATE: 14 December 2017

**CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY RESPONSE TO
GOVERNMENT CONSULTATION – ENABLING POLICE AND CRIME
COMMISSIONERS TO SIT AND VOTE ON COMBINED FIRE AND RESCUE
AUTHORITIES**

1. Purpose

- 1.1 To inform the Policy and Resources Committee of a Government consultation on enabling Police and Crime Commissioners (PCCs) to sit and vote on Combined Fire and Rescue Authorities and agree an appropriate response.

2. Recommendations

- 2.1 The Policy and Resources Committee is asked to;
- a) approve the response at Paragraph 5.1 below,
 - b) delegate to the Monitoring Officer completion and submission of the consultation response before it closes on 15 January 2018.

3. Risk Assessment

- 3.1 **Political** – failure to fully engage with opportunities to implement changes that are in the interest of economy, efficiency and effectiveness or public safety would be contrary to the Governments stated aims and the stance taken by the Authority to meet stakeholder expectations.
- 3.2 **Legal** – there is a legal (and reputational) duty on the Authority to contribute to any legislative consultations that have the potential to affect how it is governed.

4. Background

- 4.1 On 27 November 2017, the Government published a consultation paper seeking views on the proposal to vary the combination schemes of Fire and Rescue Authorities (FRAs) established under section 2 or continued in existence under section 4 of the Fire and Rescue Services Act 2004 (the 2004 Act) to implement the ‘representation model’ of the Policing and Crime Act 2017 (the 2017 Act). Full details can be found at

- 4.2 The 2017 Act enables PCCs to become a fire and rescue authority where a local case is made and it appears to the Home Secretary to be in the interests of economy, efficiency and effectiveness or public safety. To encourage greater collaboration in areas where a PCC does not take on responsibility for local fire and rescue services, the 2017 Act also enables a PCC to be represented on the FRA (outside London) with voting rights, where the FRA agrees (the representation model). In addition, the provisions of the 2017 Act set out the procedure that must be followed where such a representation request is made.
- 4.3 While these provisions apply to County and Metropolitan FRAs as of 3 April 2017 on commencement of primary legislation, Combined FRAs established (or continued in existence) under sections 2 and 4 of the 2004 Act must have their combination schemes amended for these (enabling) provisions to apply.

5. Consultation Response

- 5.1 The consultation focuses on applying the representation model provisions to Combined FRAs only and as an affected stakeholder the following response to the consultation, which comprises of three questions, is recommended to the Committee;

Question 1: *Do you agree with the proposed amendments to the combination schemes of Fire and Rescue Authorities (FRAs) established or continued in existence under sections 2 and 4 of the 2004 Fire and Rescue Services Act as stated in the proposal above to implement the 'representation model' of the 2017 Act?*

Answer: Yes (negates an answer to Question 2).

Question 3: *Please state below if you have any other comments:*

This Authority would welcome clarity on how political proportionality is to be balanced and managed should the representation model be adopted.

BIBLIOGRAPHY

Source Document	Location	Contact Officer
Home Office Consultation Document	Service HQ Hinchingsbrooke Cottage Brampton Road Huntingdon	Deb Thompson Scrutiny and Assurance Manager 01480 444500 deb.thompson@cambsfire.gov.uk

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TO: Policy and Resources Committee

FROM: Deputy Chief Executive Officer - Matthew Warren

PRESENTING OFFICER(S): Deputy Chief Executive Officer - Matthew Warren
Telephone: 01480 444619
matthew.warren@cambsfire.gov.uk

DATE: 14 December 2017

REVENUE AND CAPITAL BUDGET MONITORING REPORT 2017/18

1. Purpose

- 1.1 To provide the Policy and Resources Committee with an update on revenue and capital spending as at 30 November 2017.

2. Recommendation

- 2.1 The Committee is asked to note the position on revenue and capital spending.

3. Risk Assessment

- 3.1 No specific risks are associated with this report.

4. Background

- 4.1 The budget for 2017/18 was approved at the Fire Authority meeting held in February 2017. The total budget was set at £27.987m with a total precept of £18.376m.
- 4.2 At its meeting in June 2017 the Policy and Resources Committee approved a revenue carry forward of £2.974m. The resulting total net budget for the current financial year is £30.961m.
- 4.3 A budgetary control summary showing the main variations to the end of November 2017 is attached at Appendix 1.
- 4.4 As part of the budget preparation process for 2017/18 a total of £742k savings were identified. These savings were used to offset the loss of government grant.

5. Update – Revenue Expenditure

- 5.1 To the end of November 2017, the Service is above the budgeted establishment for firefighters. We recruited a group of new full-time firefighters who commenced training on 11 September 2017. This recruitment was undertaken to ensure that the impact of retirements on operational delivery over the next 12 months is reduced. The retirement profile and recruitment programme are reviewed annually. The current underspend against the training budget will be spent on the training of these new recruits.
- 5.2 The premises budget is currently underspent by £274k. This is expected to reduce by the end of the financial year as property maintenance work is completed and the winter energy bills are received and paid. The Service is receiving business rate refunds owing to a review of the rateable values of service properties which is also contributing to the current underspend.
- 5.3 The supplies and services budget is showing an underspend of £448k. The underspend largely relates to IT and communication equipment as the Service is awaiting invoices from the Home Office for Airwave charges.
- 5.4 The trend of underspending continues against the On-Call budget due to the establishment of On-Call firefighters being below that forecast; significant effort continues to be made to recruit additional On-Call firefighters and targeted recruitment campaigns are ongoing across the county.

6. Update - Capital Expenditure and Financing

- 6.1 The revised capital programme together with spending to date is shown in the table below:

CAPITAL RECEIPTS BUDGET 2017 - 2018							
		Original Budget	Carry Forwards	Virements	Adjustments	Revised Estimate	Total Committed to Date
		£000's	£000's	£000's	£000's	£000's	£000's
Expenditure							
Vehicles	6.2	1,725	882	0	882	2,607	1,596
Land & Buildings	6.3	1,205	492	0	492	1,697	328
Equipment	6.4	209	250	0	250	459	244
IT and Communications	6.5	350	300	-6	294	644	0
		3,489	1,924	-6	1,918	5,407	2,168
Financing							
Capital Receipts		-369	0	0	0	-369	0
Loan		0	0	0	0	0	0
Grants		0	0	0	0	0	0
Capital Grants Reserve		0	0	0	0	0	0
Application of Capital Reserve		-1,818	-1,924	0	-1,924	-3,742	-872
Revenue Contribution		-1,302	0	6	6	-1,296	-1,296
		-3,489	-1,924	6	-1,918	-5,407	-2,168

- 6.2 This budget covers the purchase of operational and non operational vehicles. This year the Authority approved the purchase of 47 vehicles, including three new fire appliances.
- 6.3 This budget covers the maintenance of existing properties and investment in new facilities. The adjustment relates to carry forwards from last year of funds provided for training enhancements and welfare facility upgrades.
- 6.4 The equipment relates to appliance ladders, heavy duty rescue equipment and other specialist firefighting equipment. The adjustment relates to a technical refresh of the Service's breathing apparatus and the purchase of nine specialist light pumps.
- 6.5 The ICT capital budget covers the purchase of major IT systems, hardware and the upgrade of communications equipment. The adjustment relates to agreed carry forwards from last years budget to complete the cyber security software implementation, upgrade of station projectors and unified communications project.

BIBLIOGRAPHY

Source Document	Location	Contact Officer
Final Revenue and Capital Budget Position 2016/17 and Treasury Management Statement Policy and Resources Committee – June 2017	Fire Service HQ Hinchingsbrooke Cottage Brampton Road Huntingdon PE29 2NA	Deb Thompson Scrutiny and Assurance Manager deb.thompson@cambsfire.gov.uk

Appendix 1

Category Desc	Paragraph	Revised Budget	Budget To Date	Actual To Date	Variance	Var %age
Full Time Firefighters	5.1	£ 10,678,230	£ 7,124,103	£ 7,309,248	£ 185,145	3%
Control Room Staff		£ 1,588,844	£ 1,055,791	£ 1,002,288	-£ 53,503	
Local Govt. Employees		£ 3,252,231	£ 2,301,776	£ 2,210,515	-£ 91,261	
Senior Management (Hay)		£ 2,562,845	£ 1,708,379	£ 1,611,832	-£ 96,547	
Recruitment & Training	5.1	£ 959,839	£ 628,823	£ 508,710	-£ 120,113	
Fire Allowances		£ 479,940	£ 313,455	£ 323,962	£ 10,507	3%
EMPLOYEE COSTS		£ 19,521,929	£ 13,132,327	£ 12,966,554	-£ 165,773	
Property Maintenance		£ 448,288	£ 318,118	£ 266,939	-£ 51,179	
Insurance		£ 208,240	£ 208,240	£ 165,985	-£ 42,255	
Energy Costs		£ 262,860	£ 159,188	£ 124,918	-£ 34,270	
Cleaning		£ 137,457	£ 92,807	£ 76,974	-£ 15,833	
Rents & Rates		£ 675,260	£ 675,260	£ 545,144	-£ 130,116	
PREMISES	5.2	£ 1,732,105	£ 1,453,613	£ 1,179,960	-£ 273,653	
Car & Cycle Allowances		£ 65,690	£ 43,788	£ 64,186	£ 20,398	47%
Vehicle Running Expenses		£ 160,887	£ 107,777	£ 98,730	-£ 9,047	
Vehicle Insurance		£ 172,250	£ 161,966	£ 180,374	£ 18,408	11%
TRANSPORT AND MOVEABLE PLANT		£ 398,827	£ 313,531	£ 343,290	£ 29,759	
Office Expenses		£ 349,183	£ 233,118	£ 165,988	-£ 67,130	
IT & Communications Equip.		£ 1,874,445	£ 1,500,508	£ 1,192,788	-£ 307,720	
Fire Equipment		£ 279,044	£ 171,879	£ 220,367	£ 48,488	28%
Uniforms & Clothing		£ 400,006	£ 272,450	£ 217,663	-£ 54,787	
Other Supplies & Services		£ 1,463,161	£ 856,650	£ 789,543	-£ 67,107	
SUPPLIES AND SERVICES	5.3	£ 4,365,839	£ 3,034,605	£ 2,586,349	-£ 448,256	
CONTROLLABLE EXPENDITURE		£ 26,018,700	£ 17,934,076	£ 17,076,153	-£ 857,923	
Other Income		-£ 1,312,570	-£ 697,557	-£ 902,033	-£ 204,476	
Other Government Grants		-£ 267,350	-£ 178,214	-£ 277,870	-£ 99,656	
CONTROLLABLE INCOME		-£ 1,579,920	-£ 875,771	-£ 1,179,904	-£ 304,133	
NET CONTROLLABLE EXPENDITURE		£ 24,438,780	£ 17,058,305	£ 15,896,249	-£ 1,162,056	
Debt Charges		£ 3,285,931	£ 340,174	£ 54,467	-£ 285,707	
External Interest		-£ 90,000	-£ 26,145	-£ 25,974	£ 171	1%
CAPITAL FINANCING		£ 3,195,931	£ 314,029	£ 28,493	-£ 285,536	
Pensions - Lump Sums		£ 598,170	£ 398,742	£ 381,184	-£ 17,558	
Operational Fire Budget		£ 2,728,610	£ 1,785,705	£ 1,663,378	-£ 122,327	
SAFETY-NETTED EXPENDITURE	5.4	£ 3,326,780	£ 2,184,447	£ 2,044,562	-£ 139,885	
NET EXPENDITURE		£ 30,961,491	£ 19,556,781	£ 17,969,303	-£ 1,587,477	

POLICY & RESOURCES COMMITTEE WORK PROGRAMME

MEETINGS 2017/18

Date	Meeting	Venue
2017		
Thursday 28 September	1030 hours	Service HQ
Thursday 14 December	1030 hours	Service HQ
2018		
Thursday 25 January	1030 hours	Service HQ
Thursday 12 April	1030 hours	Service HQ
Thursday 26 July	1030 hours	Service HQ

WORK PROGRAMME 2017/18

Thursday 14 December 2017			
Time	Agenda Item	Member/Officer	Comments
1030	Minutes of Policy and Resources Committee Meeting 28 September 2017	Rob Sanderson	
	Minutes of Overview and Scrutiny Committee Meeting 12 October 2017	Rob Sanderson	
	Decision Annual Review of the Operation of the ICT Shared Service Agreement	Head of ICT	
	Fire Authority Budget 2018/19	Deputy Chief Executive	
	CFRS Probation Policy (to include consultation results and toolkit)	Head of Human Resources	
	Equality & Inclusion Compliance Report 2016 –	Equality and Inclusion Advisor	

	2017 (incorporating Gender Pay Gap)		
	Joint Property Structure Proposal	Deputy Chief Executive	
	CPFA Response to Government Consultation – Enabling Police and Crime Commissioners to Sit and Vote on Combined Fire and Rescue Authorities	Chairman	
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report 2017/18	Deputy Chief Executive	
	Work Programme 2017/18	Deb Thompson	
Thursday 25 January 2018			
Time	Agenda Item	Member/Officer	Comments
1030	Minutes of Policy and Resources Committee Meeting 14 December 2017	Rob Sanderson	
	Minutes of Overview and Scrutiny Committee Meeting 11 January 2018	Rob Sanderson	
	<u>Decision</u> Fire Authority Budget 2018/19	Deputy Chief Executive	Annual
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report 2017/18	Deputy Chief Executive	
	Strategic Risk and Opportunity Management Register	Service Transformation Manager	
	Fire Authority Programme Management Monitoring Report	Service Transformation Manager	
	Integrated Risk Management Plan Update	Assistant Chief Fire Officer Hylton	
	Comprehensive Spending Review Update	Area Commander Faint	Annual
	Work Programme 2017/18	Chairman Deb Thompson	
Thursday 12 April 2018			
Time	Agenda Item	Member/Officer	Comments
1030	Minutes of Policy and Resources Committee Meeting 25 January 2018	Rob Sanderson	

	Minutes of Overview and Scrutiny Committee Meeting 29 March 2018	Rob Sanderson	
	<u>Decision</u> TBA		
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report 2018/19	Deputy Chief Executive	
	Strategic Risk and Opportunity Management Register	Service Transformation Manager	
	Work Programme 2018/19	Deb Thompson	
Thursday 26 July 2018			
Time	Agenda Item	Member/Officer	Comments
1030	Minutes of Policy and Resources Committee Meeting 12 April 2018	Rob Sanderson	
	Election of Chairman/woman		Annual
	Appointment of Vice Chairman/woman		Annual
	<u>Decision</u> Draft Financial Statements	Deputy Chief Executive	
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report 2018/19	Deputy Chief Executive	
	Strategic Risk and Opportunity Management Register	Service Transformation Manager	
	Fire Authority Programme Management Monitoring Report	Service Transformation Manager	
	Strategic Workforce Development Action Plan Update	Human Resources Business Partner	Annual
	Work Programme 2018/19	Deb Thompson	

