

OVERVIEW & SCRUTINY COMMITTEE



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

Date: Thursday, 19 January 2023

14:00hr

**Fire HQ - Hinchingsbrooke Cottage, Brampton Road,
Huntingdon, PE29 2NA
[Venue Address]**

AGENDA

Open to Public and Press

- 1 Apologies for absence and declarations of interest**

*Guidance on declaring interests is available at
<http://tinyurl.com/ccc-conduct-code>*

- 2 Minutes - October 2022** **3 - 12**

OVERVIEW

- 3 Integrated Risk Management Performance Measures and Appendix** **13 - 24**
- 4 Update on the Expansion of Crews of Three Appliance** **25 - 34**
Mobilisations to all Incident Types
- 5 Update on CFRS Planning for Industrial Action**
Verbal item.

AUDIT

6	Progress Report January 2023 CF	35 - 56
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SCRUTINY

7	Draft Budget Cover Report	57 - 86
8	Work Programme	87 - 88

The Overview & Scrutiny Committee comprises the following members:

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

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:

<https://www.cambsfire.gov.uk/fire-authority/meetings/>

Councillor Sebastian Kindersley (Chair) Councillor Simone Taylor (Vice-Chair) Councillor Andrew Bond and Councillor Scott Warren Councillor Ian Gardener Councillor John Gowing Councillor Mac McGuire Councillor Catherine Rae

Clerk Name:	Daniel Snowdon
Clerk Telephone:	01223 699177
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Fire Overview and Scrutiny Committee Minutes

Date: Thursday 06 October 2022

Time: 14:00 – 15:29

Venue: Fire and Rescue Service Headquarters

Present: Councillors Bond, Gardener, Gowing, Kindersley (Chair), McGuire, Rae, Taylor

35. Apologies for Absence and Declarations of Interest

No apologies were received. There were no declarations of interest.

36. Minutes – 22 April 2022 and Action Log

The minutes of the meeting held on 22 April 2022 were agreed as a correct record and signed by the Chair. The action log was noted.

37. Petitions and Public Questions

No petitions or public questions were received.

38. Integrated Risk Management Plan Performance Measures

The committee received a report which reviewed the service's progress between 1 April 2022 and 30 June 2022 with regard to incidents and workforce diversity. It highlighted potential initiatives to mitigate weaknesses. The service had exceeded targets with regard to response time but were not meeting attendance time targets. There had been decreases in fire casualties, secondary fires, road traffic collisions; and an increase in supporting other special services in incidents. Domestic fires had been predominantly caused by fuel supplies and had caused no injuries. The service had seen a reduction in diverse recruitment, but this reflected an overall downward trend in recruitment and retention.

During discussion Members:

- Queried the impact that moving to a three pump call out model would have on the service. The three pump call out would allow fewer than five vehicles to respond to an incident when fewer than five pumps were immediately available, although five vehicles would still be called upon. If the initial response resolved the incident, that pump could terminate the call out. Initial work was being undertaken on impact, but the change was a realistic response to staffing and resource pressures and would allow for faster movements, including to rural areas where fewer vehicles were immediately available. Despite concerns from the Fire Brigade Union (FBU) regarding ethics and undercutting the workforce, the officer stated that this strategy was not unusual - Suffolk had successfully implemented it, which had resulted in faster response times and improved results. The on-call service had expressed

mixed views in response to the strategy, and therefore collaborative meetings had been scheduled.

- Were informed of learning from the Suffolk implementation: There had been an incident in which first responders had arrived at a road collision requiring entry into a water filled ditch to retrieve individuals from a submerged car. Protocol required greater resource to allow responders to enter water than had initially responded. However, following risk assessment on the depth of the water, firefighters had determined immediate need greater than risk and were therefore able to recover the people. Assessment after the event determined unnecessary risk had not been not taken.
- Noted the impact of the high cost of living on staffing and recruitment in many organisations.
- Inquired about the Fire Service's receptivity to implementing a four-day working week to improve staff recruitment and retention, as was scheduled to occur at South Cambridgeshire District Council. The officer confirmed that the service offered flexible working hours, but that staff often worked multiple jobs and reducing working days would likely affect the service's overall productivity.
- Suggested forming a task and finish group on staff recruitment and retention, following results from the South Cambridgeshire District Council four-day week trial.
- Requested that future reports clarify Year 1 on the rolling five years charts.

It was resolved unanimously to:

Note the contents of the performance report in Appendix 1 which covers the first quarter of the year, 1 April to 30 June 2022. The committee is asked to make comment as they deem appropriate.

39. Fire Authority Programme Management – Monitoring Report

The committee received a report which provided an update on business development projects for 2022/23.

The Replacement ICCS and Mobilisation Solution project was business as usual – face to face engagement had recommenced following the reduction in coronavirus. A crewing module would be formed by 25 December 2022, following which a plan for going live would be developed which factored in performance and summer conditions. The committee would receive a further update in the new year.

The review of operations aimed to make the service more efficient through improved financial contingency planning and service improvement. With regard to financial contingency planning, national pay award increases of over 2% within existing projects were unaffordable. Having a flat rate of 6% for green book staff (administrative staff) and 5% for grey book staff (operational and control staff) would create a £1.1m deficit within the £31m budget. Therefore, a financial business continuity plan had been

developed which evaluated the impact of cost saving measures on staff losses, redundancies and station closure. An email and video had been sent by the service to staff and members addressing this. Measures taken would be dependent on preset flexibility in 2023 and a spending review period, but reserves could be used to reduce impact.

The Fire Service were developing a new finance software system as the current system was near end of life. As part of the next stage, the Project Board would be evaluating the review.

Huntingdon relocation would occur before mid-November, but had been granted a slight extension due to UK power network outages which were now resolved. The new training centre had been agreed by the local Fire Brigade Union and received positive feedback from staff.

The Review the Ways of Working Project was complete, but use of Hinchingsbrook Cottage as Fire Headquarters was being reviewed due to changes in the ways of working. One potential consideration was locating the headquarters within joint premises. This work would be tied into the pilot scheme for remote working.

In response, Members:

Replacement ICCS & Mobilising Solution:

- Understood that the replacement of Airwave (the current communications infrastructure for all emergency services) had been occurring for ten years and that the current system cost the government £1m per day. The project faced additional delays of multiple years due to factors including: insufficient technological advancements; government underestimation of the scale of the project; and a possible conflict of interest in Airwave leading the transition to DCS. As a result, re-procurement for the technology would occur in 2023. Airwave cost the government £1m per day, however, there was no concern regarding Airwave's functionality during the interim period and Cambridgeshire and Peterborough Fire Authority were scaling back the project locally to reduce costs.
- Expressed surprise that traditional annual leave arrangements in July and August in France had caused delays and that the supplier had not factored this into timescales. The officer responded that management issues in France had been resolved following discussions between the company and the Fire Service, but that the pandemic had also been a factor in delays.
- Noted that, despite delays from the home office, Cambridgeshire and Peterborough were scheduled to be the first area to move to DCS.
- Noted that the Cambridgeshire and Peterborough Fire Authority were communicating concerns with regard to the project through the Fire Customer Group, which comprised of Airwave, FCC, the Home Office Committee and NSC.

- Voiced concerns regarding the cost of Airwaves for taxpayers nationally and requested a Members' briefing on the subject. Action.

Review of Operations

- Clarified that staff payments would be backdated to July for grey book staff and April for green book staff.
- Noted that the Chief Officer Advisory Group had met on 6 October 2022 and determined that vacancies would only be readvertised in staffing areas not at risk from cuts. As a result the current two-year contract period advertised for the new project manager post would be revised.
- Noted that a briefing session on the Financial Business Continuity Plan was scheduled for 21 October 2022.

Review the Ways of Working Project – Hinchingsbrooke House Headquarters

- Noted that the Huntingdon Relocation Project Manager was scheduled to review use of Hinchingsbrooke House.
- The Chair showed support for this project, emphasising the positive impact it could have on reducing the organisation's carbon footprint.

It was resolved unanimously to:

The Committee is asked to note the Programme Status Report, as of September 2022, attached at Appendix 1.

40. Internal Audit Report 2021/22

The Internal Audit Report for 2021/22 had been developed through analysis of priorities, risk profile and assurance framework. As in previous years, the audit had been positive with some areas for improvement.

During discussion Members:

- Noted that sickness recording had been impacted, in part, by high rates of coronavirus, but that action had still been taken to mitigate concerns raised by the audit. Improvements to the Sickness Recording Policy included a sickness follow-up meeting to ensure proper documentation; and a sickness management meeting which examined the approach taken to illness both with regard to the individual and the organisation.
- Clarified that, on page 7, the evaluation of risk appetite as 'slippery' referred to projects often becoming bigger than anticipated. Establishing the size of a project prior to its initiation could help manage this.

It was resolved unanimously to:

Note the Internal Audit Report.

41. Internal Audit Progress Report

The committee received the Internal Audit progress report which measured good progress against the Internal Audit Plan 2021/22 with some areas for improvement and included a review of capital projects in relation to the training centre. Overall, 17/27 recommendations had been implemented, with three superseded and seven granted delayed completion by management. The officer highlighted that enforced completion of the debrief form following complex incidents would be actioned by management; and that the union had voiced concerns regarding proposed training centre shift patterns.

During discussion, Members:

- Sought more information on the two outstanding actions and on asset and fleet management policies and procedures. The officer was under the impression that these actions had been completed and would seek an update to circulate to Members after the meeting. **Action.**
- Raised the GDPR action scheduled for 23 September 2022.
- Agreed that the disparity between all individuals finding the management system easy to use and half of individuals finding training for the management system good was likely due to the system itself being easy to navigate.
- Noted that the service was considering developing routes for the RM14 (Informal Post Incident Debrief) and RM17 (Escalation from RM14) forms.
- Complimented the service on the audit outcome.

It was resolved to:

Note the Internal Audit Progress Report.

42. Annual Review - Cambridgeshire and Peterborough Fire Authority Compliance with the Local Government Transparency Code

The committee were provided with an update on and assurance of compliance with the Local Government Transparency Code. The report author noted that section 6 could now be considered historic - the website was updated with the organisational chart and senior salaries on 05 October 2022 - and that consultation would be enhanced by a public consultation forum. The Overview and Scrutiny Committee Agenda Plan would be updated to include a paper on the forum.

In response to Members' questions, officers explained they were following government guidance with regard to fire authority website information, but that this information was ambiguous, and interpretation was unique to each fire authority.

It was resolved to:

Note the current position in terms of compliance and in particular the assurances given at Paragraph 7.4.

43. Draft Annual Governance Statement 2021/22

The committee reviewed the Draft Annual Governance Statement as informed by the CIPFA/ SOLACE Framework. Considerations included asset and fleet management system, sickness management and property portfolio. In future, the statement may need to become more robust to mitigate the potential impact of pay awards.

In response to Members' questions:

- Suggested incorporating within internal audit reports the Draft Annual Governance Statement's statement that 'the system of internal controls is a significant part of that framework [the Governance Framework] and is designed to manage risk to a reasonable and foreseeable level'. This was not currently done as audit viewed internal risk management as a whole, rather than through specific controls.
- Proposed that, when published on the website, the report include hyperlinks to policies mentioned to aid the reader. The possibility of this would be reviewed by the Assurance and Scrutiny Manager. Action.

It was resolved to:

In accordance with the current Cambridgeshire and Peterborough Fire Authority Terms of Reference, the Committee is asked to:

- (a) Scrutinise the AGS, attached at Appendix 1 and make comment as appropriate,
- (b) Recommend to the Authority that the AGS is approved for external publication.

44. Review of Cambridgeshire and Peterborough Fire Authority Consultation with Representative Bodies

The committee received a Member-led report on the inability of Joint Consultative Committee meetings to take place on the basis of Fire Brigade Union policy. This was a longstanding problem which the previous Joint Consultative Committee chairman had

tried to remedy through the introduction of additional meeting dates. The review recommended dissolution of the Joint Consultative Committee.

During the discussion, Members:

- Showed confusion at the FBU's statement that meetings with the Fire Authority would be useful because ongoing offers from the Fire Authority for individual contact had not been utilised. The officer explained that this may be because the FBU wished to have more influence over the agenda of Fire Authority meetings than the offer allowed; or that they may wish for interactions with Members rather than fire colleagues.
- Clarified that, at the time, FBU refusal to sit with the RFU had been a regional decision rather than a local one, and was not nationwide.
- Agreed that it would be beneficial to hold Member training with representative bodies. Officers proposed fire colleagues joined conversations between the FBU and Members.
- Both the Chair and lead Members thanked the Assurance and Scrutiny Manager for her considerable effort towards the report.

It was resolved to:

The Committee is asked to;

- (a) Consider and note the contents of this report,
- (b) Approve the recommendation at Paragraph 12.1,
- (c) Discuss and agree suggestions to take forward to the next Authority meeting (Paragraph 12.2),
- (d) Approve the recommendation at Paragraph 12.3.

45. Cambridgeshire and Peterborough Fire Authority Overview and Scrutiny Work Programme

The committee resolved unanimously to note its work programme pending the inclusion of formation of a potential Staffing Task and Finish Group and a public consultation forum report.

Chair

Fire Authority Overview and Scrutiny Committee

Minutes - Action Log

This is the updated action log as at 19 January 2023 and captures the actions arising from the most recent Overview and Scrutiny Committee meetings and will form an outstanding action update to Members on the progress on compliance in delivering the necessary actions.

Minute No.	Report Title	Action to be taken by	Action	Comments	Status
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Minutes of the April 2022 Committee

39	Fire Authority Programme Management – Monitoring Report	DCEO	Replacement ICCS and Mobilising Solution Members voiced concerns regarding the cost of Airwave for taxpayers nationally and requested a member briefing on the subject.	Update 19 January 2023 Subject will be included on the agenda at the next member seminar scheduled for February 2023.	Completed
41	Internal Audit Progress Report	DCEO	Members sought further information on the two outstanding actions and on asset and fleet management policies and procedures.	Update 19 January 2023 Sickness Absence Management The service has revised, consulted on and agreed a sickness policy. When this is launched, training will be provided. Asset and Fleet Management System The service now has a strategy and Fleet Management Plan in place to mitigate the risks of not being able to manage its assets and any potential budgetary decisions.	Completed

43	Draft Annual Governance Statement 2021/22	Scrutiny and Assurance Manager	Proposed that, when published on the website, the report include hyperlinks to policies mentioned to aid the reader.	Update 19 January 2023 Where possible hyperlinks would be included. The Annual Governance Statement was approved by the Authority at its meeting in November 2022 and is now published on the website.	Completed
45	CPFA Overview and Scrutiny Committee Work Programme	Scrutiny and Assurance Manager	Inclusion of a potential Staffing Task and Finish Group and public consultation forum report.	Update 19 January 2023 Staffing Task and Finish Group added to January 2023 meeting agenda and public consultation forum added to April 2023 meeting agenda.	Completed

Agenda Item: 3

TO: Overview and Scrutiny Committee

FROM: Assistant Chief Fire Officer (ACFO) – Jon Anderson

PRESENTING OFFICER(S): Assistant Chief Fire Officer (ACFO) – Jon Anderson

Telephone: 07711 444201

Email: jon.anderson@cambsfire.gov.uk

DATE: 19 January 2023

INTEGRATED RISK MANAGEMENT PLAN PERFORMANCE MEASURES

1. Purpose

- 1.1 The purpose of this report is to provide the Overview and Scrutiny Committee with our performance against our Integrated Risk Management Plan (IRMP) performance measures.

2. Recommendation

- 2.1 The Committee is asked to note the contents of the performance report in Appendix 1 which covers the first two quarters of the year, 1 April 2022 to 30 September 2022 and make comment as they deem appropriate.

3. Risk Assessment

- 3.1 **Political** - the IRMP process, outlined in the Fire and Rescue National Framework for England, requires the authority to look for opportunities to drive down risk by utilising resources in the most efficient and effective way. The IRMP has legal force and it is therefore incumbent on the authority to demonstrate that its IRMP principles are applied within the organisation.
- 3.2 **Economic** - the management of risk through a proactive preventable agenda serves to not only reduce costs associated with reactive response services but also aids in the promotion of prosperous communities.
- 3.3 **Legal** - the authority has a legal responsibility to act as the enforcement agency for the Regulatory Reform (Fire Safety) Order 2005. As a result, ensuring both compliance with and support for business to achieve are core aspects of the fire and rescue service function to local communities.

4. Equality Impact Assessment

- 4.1 Due to the discriminative nature of fire, those with certain protected characteristics are more likely to suffer the effects. Prevention strategies aim to minimise the disadvantage suffered by people due to their protected characteristic; specifically, age and disability.

5. Background

- 5.1 The IRMP is a public facing document covering a four year period and represents the output of the IRMP process for Cambridgeshire and Peterborough. The document reviews the Service's progress to date and highlights initiatives that may be explored to further improve the quality of operational service provision and importantly in balance, further reduce the level of risk in the community.
- 5.2 The integrated risk management process is supported using risk modelling. This is a process by which performance data over the last five years in key areas of prevention, protection and response is used to assess the likelihood of fires and other related emergencies from occurring - we term this 'community risk'. This, together with data from other sources such as the national risk register and our business delivery risks, is then used to identify the activities required to mitigate risks and maximise opportunities, with measures then set to monitor and improve our performance.
- 5.3 It is worth noting that quarter two figures are largely impacted by the summer spate conditions that we experienced this year.

BIBLIOGRAPHY

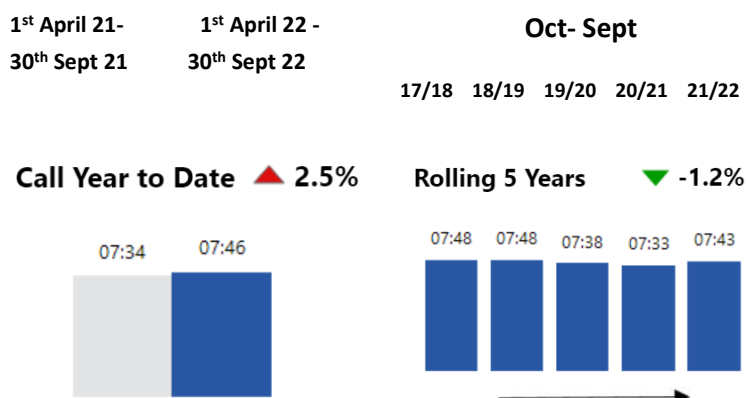
Source Document	Location	Contact Officer
IRMP 2020/24	Hinchingsbrooke Cottage Brampton Road Huntingdon	Jon Anderson 07711 444201 jon.anderson@cambsfire.gov.uk

Appendix 1

Overview and Scrutiny Committee – IRMP Performance Review 2022/23 Quarter 2

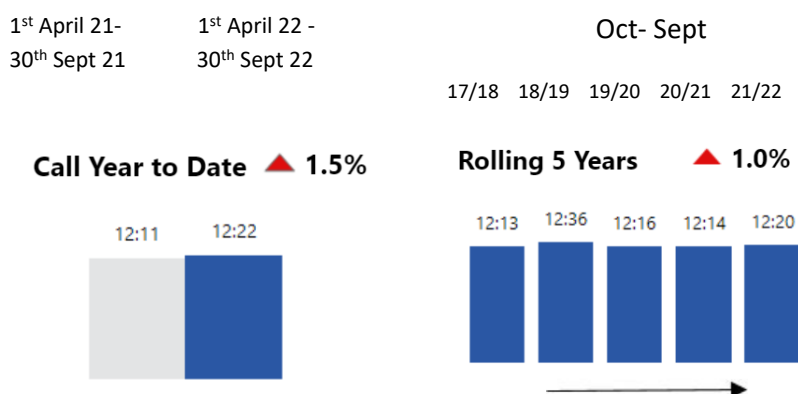
We will respond to the most serious incidents within an average of 9 minutes in urban areas and 12 minutes in rural areas for the first fire engine in attendance. And we will respond to all incidents in our authority area within 18 minutes for the first fire engine in attendance 95% of the time. Most serious are defined as fires, rescues from water and road traffic collisions.

Attendance times – First pump – most serious incidents – Urban area within 9 minutes.



This quarter we are responding to the most serious incidents in urban areas in 8.06 which is nearly 1 minute quicker than our 9 minute measure. This brings the call year to date response time to 7.46

Attendance times – First pump – most serious incidents – Rural area within 12 minutes

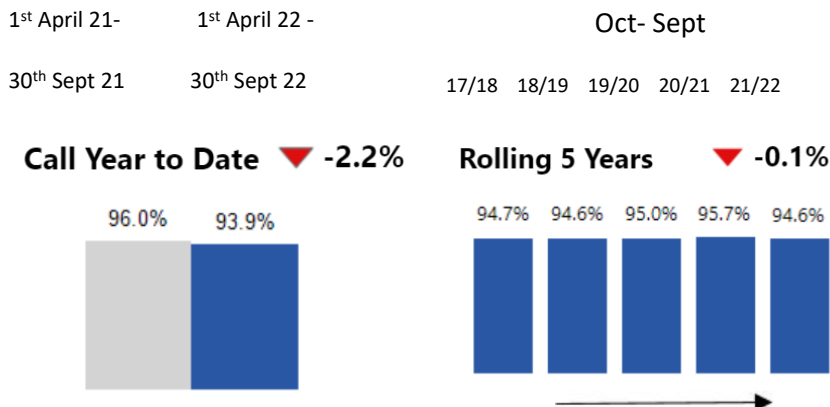


Rural attendance is running slightly high despite a good start to the call year.

This was driven by a jump in attendance times in quarter 2 driven mainly by the spate conditions during July and August, where we saw 421 Most Serious Incidents with an average attendance time of 13:19 (compared to 225 Most Serious Incidents in quarter 1 which had an average attendance of 11:56).

Call figures fell back to normal levels during September.

Attendance times – First pump – all incidents within 18 minutes on 95% of occasions

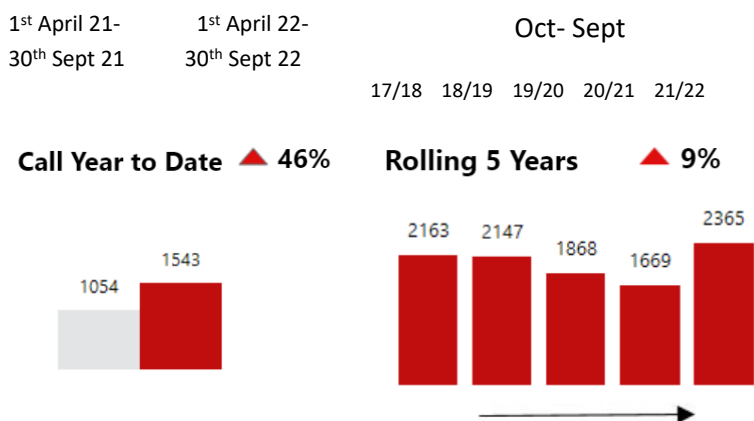


We came in below target for the current year, with a score of 94.6%. This again was driven by the July and August spate conditions.

We will be monitoring the following areas to ensure that we are making effective decisions about the targeting of our resources:

- The number of primary and secondary fires.
- The number of associated deaths and injuries from fire.
- The number of people killed and seriously injured on our roads.
- The number and type of special services that we attend.
- The diversity of job applicants and employees.

Total Fires



Total fires are up this quarter (987) compared to last year (541). Of the 987 fires, 325 were primary fires, **641 secondary fires** and 3 were chimney fires.

For comparison in quarter 2 2021 there were 240 primary fires (5 year average of 236 fires) and 301 were secondary fires (5 year average of 440 fires)

The peak in total fires occurred in July with decreases each month thereafter with September's total being back to a normal level.

Primary Fires

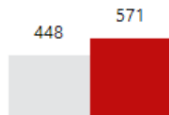
1st April 21-
30th Sept 21

1st April 22-
30th Sept 22

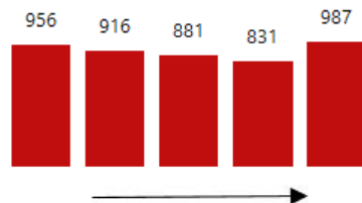
Oct- Sept

17/18 18/19 19/20 20/21 21/22

Call Year to Date ▲ 27%



Rolling 5 Years ▲ 3%



There has been a 27% increase on last year however the rolling 5 years figure is only up by 3%. There were 325 primary fires in this quarter.

Secondary Fires

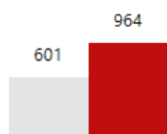
1st April 21-
30th Sept 21

1st April 22-
30th Sept 22

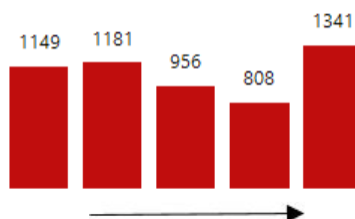
Oct- Sept

17/18 18/19 19/20 20/21 21/22

Call Year to Date ▲ 60%



Rolling 5 Years ▲ 17%



There has been a 115% increase in secondary fires in quarter 2 of this year which has led to a 17% increase in the rolling 5 year average. There were 641 secondary fires in quarter 2 of this year.

Fire Deaths

1st April 21-
30th Sept 21

1st April 22-
30th Sept 22

Oct- Sept

17/18 18/19 19/20 20/21 21/22

Call Year to Date

0 0

Rolling 5 Years ▲



There have been no Fire Deaths in the first two quarters of this year.

Fire Casualty

1st April 21-
30th Sept 21

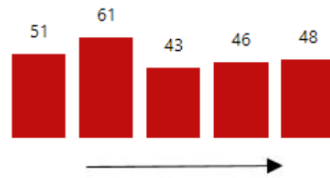
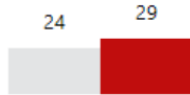
1st April 22-
30th Sept 22

Oct- Sept

17/18 18/19 19/20 20/21 21/22

Call Year to Date ▲ **21%**

Rolling 5 Years ▼ **-6%**



We have seen an increase this second quarter (16 people) compared to the previous year (9 people). These 16 injuries occurred at 12 separate incidents. 6 fires occurred in the home, 1 non-domestic premises, 1 outdoor (fence fire) and 4 vehicle fires (only 1 was an RTC). 6 people were sent to hospital with slight injuries and 10 were given first aid at the scene.

Road traffic collisions attended

1st April 21-
30th Sept 21

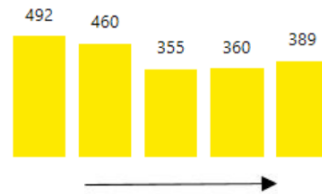
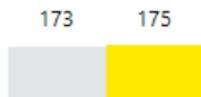
1st April 22-
30th Sept 22

Oct- Sept

17/18 18/19 19/20 20/21 21/22

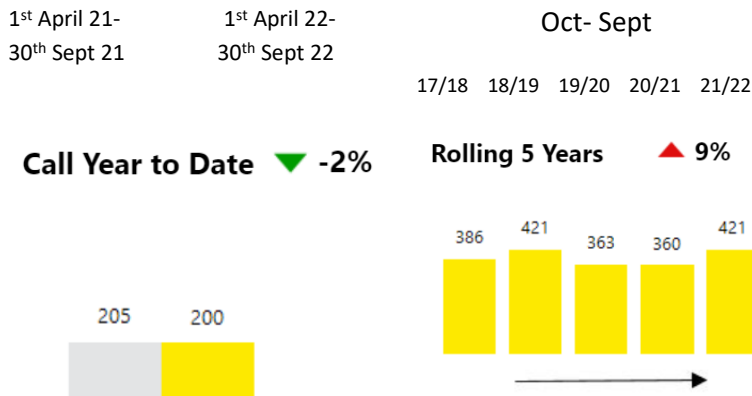
Call Year to Date ▲ **1%**

Rolling 5 Years ▼ **-21%**



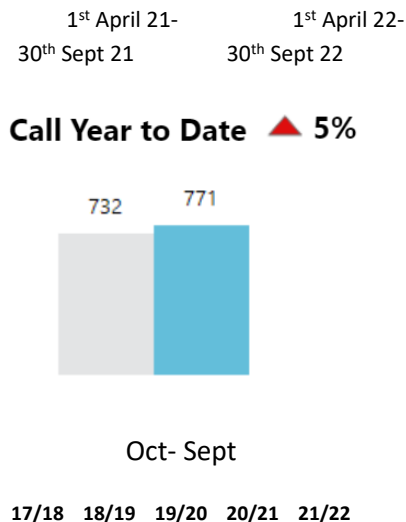
We have seen a decrease in the rolling 5 year average for RTC's of 21%. In the last quarter there is a 5% decrease in attendances. We continue to be an active member in the road safety partnership and are looking to fill a full-time post to support the 'Vision Zero' programme which is to proactively manage this risk.

People killed or seriously injured in Road traffic collisions



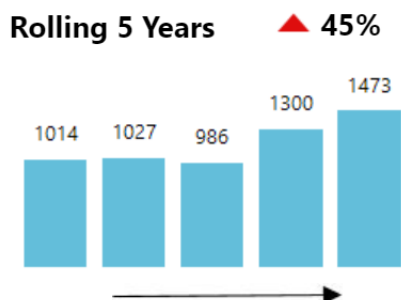
The numbers of people killed or seriously injured in road traffic collisions is down by 2% for the call year to date however the rolling five years is showing a 9% increase.

Special Service incidents attended

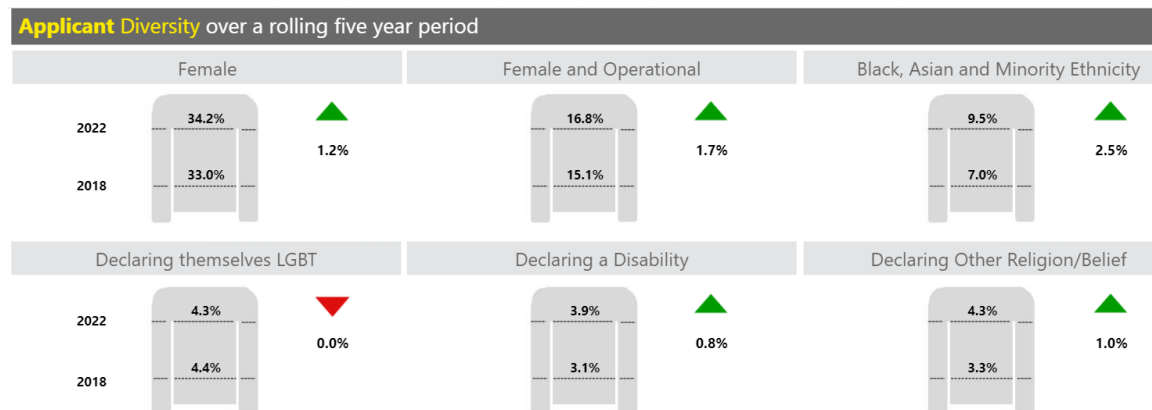


Special service over the 5 years sees an increase of 45% with 13% increase in the rolling 12 month from 1300 to 1469. There is a 5% increase in the call year to date.

This increase is being driven by our support to Ambulance and is likely to be an increasing measure rather than a reducing one. We continue to work with EEAST and regional partners to advance the regional Memorandum of Understanding and define what activities we support moving forwards.



Applicant Diversity over a rolling 5 years



The number of applicants remains significantly down year on year as we don't currently have a wholtime recruitment campaign and Control has been stable. We've had less applicants in On-Call but have successfully recruited more people. We've had less applicants for support roles and have recruited into less support roles. The support recruitment impacts are the impact of the recruitment market across the UK post pandemic and the 'great resignation'.

Black, Asian and Minority Ethnic applicant figure is up by 2.5% over the rolling 5 years to 9.5%. The Census 2011 data shows that people who identify as Black, Asian and Minority Ethnic are 9.7% of the population of Cambridgeshire.

For females in support there were 51% of applicants which converted to 47% recruits. In the On-call service there were 17% applicants which converted to 14% of recruits. Census 2011 data shows that 51% of the population for Cambridgeshire were female.

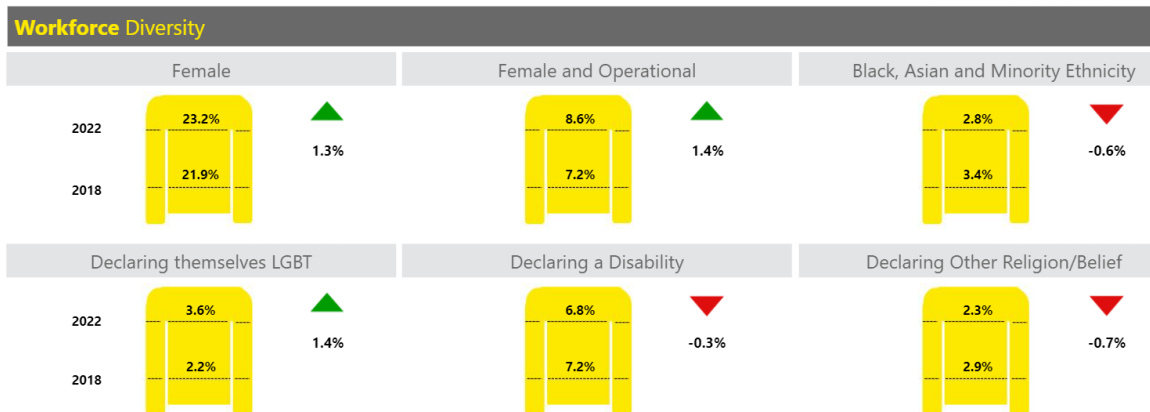
3.9% of our applicants declared a disability.*

Individuals declaring another religion or belief our applicants were 4.3%.*

Individuals identifying as LGBT+ made up 4.3% of our applicants.*

*** Due to the low numbers in the further break downs, we do not publish this data as it allows for individuals to be identified.**

Workforce Diversity



Our Full Time Equivalent (FTE) workforce at 30 September 2022 by main job was 545.9 and total headcount by main job was 637. These are both down from last year in support.

Individuals identifying as Black, Asian and Minority Ethnic are down from 3.4% to 2.8%.

Females make up 23.2% overall of our overall headcount. We have two less than 12 months ago. There are more females in wholetime, on-call, there are the same number Control, and less in support, this is an impact of the 'great resignation' and vacancies. The NFCC family Group 2 benchmark is 18%; all England FRS benchmark is 18%.

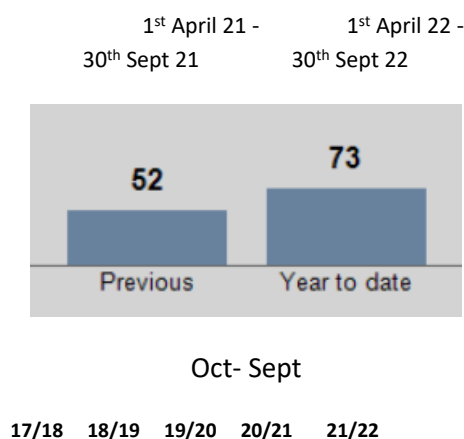
Individuals declaring a disability is down by 0.3% over the rolling 5 years to 6.8%.

Individuals declaring another religion or belief is down by 0.7% to 2.3%.

Individuals identifying as LGBT+ has increased in the last 12 months to 3.6%.

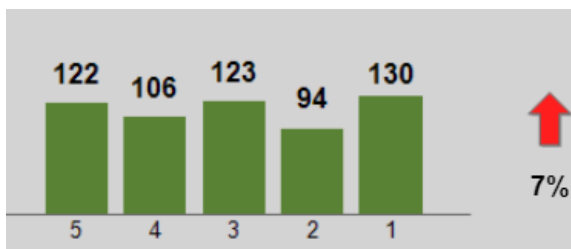
We will be working to support businesses to ensure compliance with the fire safety order and we monitor this through:

The Number of Non-domestic Fires



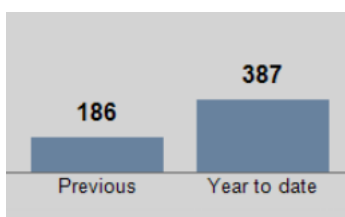
There has been an increase this quarter 41 compared to 31 last year. The top three FSEC premises types in 2022 are the same as last year; other workplace, licenced premise and factory or warehouse.

The increase has come from one or two more fires per category compared to last year.



The number of business engagements identified through our risk-based audit programme.

1st April 21 - 30th Sept 21 1st April 22 - 30th Sept 22

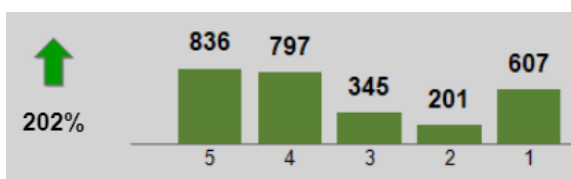


There have been 227 business engagements carried out by the watches in quarter 1 compared to 39 last year.

There have been 161 business engagements carried out by the watches in quarter 2 compared to 147 last year.

Oct- Sept

17/18 18/19 19/20 20/21 21/22



To ensure that we are delivering value for money for our communities we will monitor:

Our collaborations and the benefits that these bring to us, our partners and to our communities.

We continually monitor our collaborations to ensure that they are continuing to deliver benefits to the Service or our communities. We will cease collaborations if we find that they are not delivering the benefits as required. We actively seek to collaborate and over the past year have entered new collaborations.

We are looking to enter into a new collaboration for EEAST to utilise our sites for first responder training at Ely and St. Ives. We have also signed a five year renewal of our support agreements with USAF Alconbury for mutual aid and use of equipment. This period has also seen us extend the Section 16 agreement with Suffolk for the Combined Fire Control for a further 12 months. Once we 'go live' with the new mobilising system a new agreement will be put in place to supersede the existing Section 16.

Savings that we achieve through improving our business practices. These may be financial savings and/or more efficient ways of working.

The service looks to use technology to automate business processes and deliver improvements using technology. Work is delivered through the digital strategy to achieve these. Work has also been conducted to look at spend and identify ways to reduce these as well as engagement with suppliers to jointly look at ways to reduce the impacts of increased costs of goods. The service continually evaluates activities to ensure that they are delivering the anticipated benefits and that we are making best use of our resources. The service has also been engaged in reviewing finances and considering Financial Business Continuity Plans due to the predicted future budgetary pressures that will be faced. In recent contract renewals several savings have been achieved through negotiations and looking to the exchange rates on contract values. The procurement team has been providing challenge to inflationary increases to contracts.

TO: Overview and Scrutiny Committee

FROM: Area Commander Operational Response – Stuart Smith

PRESENTING OFFICER(S): Area Commander Stuart Smith
01480 444500
stuart.smith@cambsfire.gov.uk

DATE: 19 January 2023

UPDATE ON THE EXPANSION OF CREWS OF THREE APPLIANCE MOBILISATIONS TO ALL INCIDENT TYPES

1. Purpose

- 1.1 The purpose of this report is to update the Overview and Scrutiny Committee on the work undertaken by Cambridgeshire Fire and Rescue Service (CFRS) in relation to the expansion of crew of three mobilisations to all incident types and the associated colleague and representative body engagement.

2. Recommendation

- 2.1 The committee is asked to note the contents of this report and specifically the work the service has undertaken with all stakeholders (colleagues, representative bodies and communities) that were affected by this new way of working.

3. Equality Impact Assessment

- 3.1 An equality impact assessment was completed and consulted on with key stakeholders and can be found via the following link:

[On-call Crewing Equality Impact Assessment](#)

4. Background

- 4.1 CFRS has mobilised crews of three appliances for over 20 years to small animal rescues and fires in the open such as bin, grass and rubbish fires. Crews of three on-call appliances are mobilised when they are the quickest appliance, meaning they are significantly quicker to reach the incident. Any crews of three mobilisation is supported by the nearest fully crewed appliance.
- 4.2 In 2017, CFRS started the process of exploring the expansion of crews of three mobilisations to all incident types in order to;
- Provide a quicker response to the public in our rural communities,
 - Initiate safe systems of work for oncoming appliances,
 - Utilise trained colleagues that were providing valuable availability but not being utilised.
- 4.3 At this point key stakeholders were engaged with and notified of our intentions. This work was paused during the pandemic and focus was given to other conflicting

priorities; the expansion of co-responding, station relocation from Papworth to Cambourne, removal of 13.5m ladders, an additional on-call recruits course and a review of the on-call recruitment process, including the addition of new recruitment initiatives.

- 4.4 As Combined Fire Control handles emergency calls and mobilises appliances for Suffolk and Cambridgeshire, we ensured the alignment of new mobilising procedures with Suffolk. Suffolk Fire and Rescue Service has been mobilising crews of three appliances since 2019, so we were able to engage with them about their policies and procedures to ensure our processes were the same. This also helps the ICCS and Mobilising Project implementation when writing the crewing rules for mobilising fire appliances for both counties.

5. Engagement

- 5.1 The project workstream for the expansion of crews of three mobilisations re-started in January 2022, continuing from the initial engagement we had started when the project was first launched. Crews of three availability data was reviewed post pandemic as part of the on-call minimum crewing review within project workstream P138 and an options appraisal was created and shared with all stakeholders in July 2022.
- 5.2 An options appraisal scoring meeting on 1 August 2022 was attended by stakeholders and the final recommendation was approved by the Programme Board on 13 September 2022.
- 5.3 Colleague engagement regarding implementation of crews of three mobilisation changes started on 19 September 2022 and continued through to implementation and will continue now it is live.
- 5.4 Both representative bodies (Fire Brigades Union (FBU) and Fire and Rescue Services Association (FRSA)) were notified in January 2022 of on-call workstreams under project P138 of which the review of on-call minimum crewing formed one of the five workstreams and have been consulted with on a regular basis over the last twelve months.
- 5.5 We engaged with the public via an online survey about the implementation of crews of three appliances and received a good number of responses. The majority were in favour of the change (Appendix 1 refers).
- 5.6 Through the engagement and consultation process, CFRS created an on-call crewing policy, guidance document and crews of three mobilisation risk assessment to support the expansion of crews of three mobilisations. All of these were shared with colleagues and representative bodies and published centrally on our on-call SharePoint page with a list of frequently asked questions and answers raised by colleagues.

6. Training

- 6.1 Colleagues raised through consultation that incident commanders would like the opportunity to familiarise themselves with some incident command scenarios incorporating crews of three appliance mobilisations.
- 6.2 CFRS training team facilitated seven training sessions in December 2022, providing morning, afternoon and evening sessions. Thirteen colleagues attended two training sessions, with five sessions having to be cancelled due to lack of uptake. Additional

sessions have been offered both centrally at our training facility and locally at our stations. Currently, no expressions of interest have been received.

7. Feedback and Concerns

- 7.1 As of 31 December 2022, CFRS employed 252 on-call colleagues across 23 stations, of which 201 were sole on-call colleagues and 51 were wholetime on-call colleagues with dual contracts.
- 7.2 In total, we have received two resignations sighting the expansion of crews of three mobilisations as one of the primary factors for leaving, both of which were wholetime colleagues with dual contracts, and we have received a total of nine letters from colleagues stating that they will be complying with the change in crewing mobilisation under duress, eight of which were from wholetime on-call colleagues with dual contracts. CFRS will continue to engage with these individuals about their concerns.
- 7.3 The common concern raised by colleagues was regarding mobilisation to 'persons reported' house fires and the moral pressure to act. In response to this, CFRS interrogated our incident data to identify the risk that this presented. It was identified that over a ten year period from 2012 to 2022 a crew of three appliance would have only been mobilised on two occasions to a 'persons reported' house fire, of which both incidents were recorded as a false alarm with no use of breathing apparatus. The data over the ten year period also identified that the average time for a fully crewed appliance to arrive on scene following the arrival of the first appliance was 4 minutes, 9 seconds.
- 7.4 Further concerns were raised by our wholetime on-call colleagues that the mobilisation of crews of three appliances would be expanded over time to incorporate our wholetime appliances. CFRS have reaffirmed the position that this is not a crewing model that will be introduced on wholetime appliances. CFRS have continued to provide assurance that our preferred crewing model is for every appliance to be crewed with four or more riders with sufficient skill sets; this commitment has been captured within our on-call crewing policy.
- 7.5 On 4 January 2023, CFRS received a 'failure to agree' letter from the FBU in relation to the on-call crewing policy.

8. Operational Response

- 8.1 Since the expansion of crews of three mobilisations to all incident types on 1 January 2023, CFRS has provided 200 hours of additional operational cover to rural communities across 20 out of 24 stations. During this period, CFRS has mobilised crews of three appliances to five incidents, of which the average time for the second appliance in attendance was 2 minutes, 21 seconds after the first fire appliance had arrived.
- 8.2 The benefits already being realised are;
- 200 hours additional availability across most of our on-call fire stations within the first week since 1 January 2023 meaning a crew of three appliance can be mobilised, where it couldn't previously,
 - Five incidents attended by on-call appliances that were crews of three, allowing on-call firefighters to be remunerated and attend incidents they previously wouldn't have,

- One of the incidents allowed a stop message to be received and other resources attending to be made available for redeployment quicker than if the crews of three appliance had not attended.
- Other incidents have seen the arrival of the crews of three pump second to the scene and therefore a greater number of personnel attended the incident quicker than if a crews of three pump wasn't mobilised.

9. Ongoing Monitoring and Reporting

- 9.1 CFRS operational assurance plan has been updated to reflect changes to mobilisations with specific questions added to our reporting process to capture any notable practice and lessons learnt.
- 9.2 It was agreed with the FBU that the performance monitoring of crews of three mobilisations would form part of our FBU Duty System meetings to ensure continual review.
- 9.3 At the operational excellence quarterly meeting, data will be shared and reviewed about the performance of crews of three mobilisations. This will then form part of the quarterly strategic report that is shared at the Chief Officers Advisory Group meeting and forms part of the Integrated Risk Management Plan (IRMP) performance report that will come to members at the Overview and Scrutiny Committee.
- 9.4 CFRS will also monitor the impact mobilisations have on our recruitment and retention of On-Call firefighters.
- 9.5 A full review will be completed in April 2024 to ensure a full year's data is captured in line with Home Office data reports of March 2023 to April 2024.

BIBLIOGRAPHY

Source Documents

IRMP

[IRMP 2020-2024](#)

IRMP Action Plan

[IRMP Action Plan 2020-2024](#)

UKFRS National Operational Guidance

[Speed and Weight of Intervention](#)

UKFRS National Operational Guidance

[Operational Guidance Incident Command](#)

CFRS Supporting documents:

[On-call Crewing Options Appraisal](#)

[On-call Minimum Crewing Review – Information Hub and FAQs](#)

[On-call Crewing Policy](#)

[On-call Crewing Guidance](#)

[On-call Crewing Risk Assessment](#)

TRaCS PowerPoint Training Presentation

[Guidance for attending incidents when Crew Deficient](#)

Internal Consultation, Engagement and Training Session Timeline

[Consultation and Engagement Sessions](#)

CD Availability and Incidents Attended (Week 1)

[Availability and Incident log](#)

Compliance Under Duress Letter (FBU Template)

[CO3 Duress Letter](#)

FBU Letter - Failure to Agree

[FTA Letter Crews of 3 – 04.01.23](#)

Available From

Fire Service Headquarters, Hinchbrook Cottage, Brampton Road, Huntingdon

Contact Officer

Area Commander Stuart Smith

07900 267853

stuart.smith@cambsfire.gov.uk

Crews of three public engagement summary – Nov/Dec 2023

Purpose of engagement

The Service has undergone a project to look to implement crews of three for on-call fire engines from January 1, 2023.

Internal engagement sessions have taken place with face-to-face visits to all on-call fire stations and the Service issued a news release about the change to inform the public.

The Fire Brigades Union are opposing this change with one of the concerns being the moral pressure on firefighters to make a rescue if someone is inside a building that is on fire (as a crew of three they would be unable to enter the property until a backup appliance had arrived).

The move is being made as we believe it will benefit the public and get a fire engine to an incident quicker, and looking at data, in the vast majority of incidents, a crew of three will be able to make a difference by taking action quicker. We therefore decided to engage with local residents to see what they thought of the change. This would give us an indication of how the move will be received, how people will feel if three firefighters turn up to an incident and if they believed, from the explanation given to them, that it was a positive change. This would indicate if we had to do any more communication in the run up to January when the change is implemented.

Methodology

We initially wanted to hold focus groups with residents living in on-call station areas as they are the most affected by this change. This is quite a complex issue and being able to explain it in person we felt would be more beneficial. We commissioned an external supplier to do this for us. Unfortunately, despite a lot of effort on their part, there was very little interest from anyone agreeing to come to the sessions.

We decided to then try a survey.

Having set up a new online community engagement forum (CEF) we sent all those who had signed up so far, a link to a PDF explaining the current situation and what we were planning to change in January. We then added a link to a survey with six questions.

We also decided to try and use our new communication channel NextDoor. This is a social media channel but focused on location. For this we added the information in the PDF to a [web page](#) and linked this and the survey to the post. Following feedback from the initial survey to people in the CEF we changed the structure of one of the questions as it wasn't as it was supposed to be (it was set up as a rating question rather than a one choice question). Therefore, the results from this question with the CEF should be discounted. We also added an option of 'Maybe' to Q4 for the NextDoor survey having also received feedback about this from the CEF group.

It should be noted that:

- All responses were anonymous and both groups could potentially have residents that are former employees so would have more knowledge.
- We did stipulate that current employees were not permitted to respond.
- With NextDoor it is not possible to know who has responded.
- We were conscious of not putting people off responding by making the explanation document too long or asking too many questions. Therefore, this survey was used to get a reaction to the basic principles of the change.

Outcome

We received 40 replies from the CEF group and 147 responses from our Next Door post, totalling 187.

The feedback we received from the different groups is given below. The first question was to ask if they had read the PDF/webpage. All except one person from the Next Door respondents had done so.

2) Do you think this change will benefit residents?

Response option	CEF (40)	Next Door (147)	Total (187)
Yes	28	127	155
No	7	9	16
Don't know	3	6	9
Other	2	5	7

3. If you have dialled 999 requesting the fire service and a crew of three firefighters turned up in the fire engine some minutes later, how would you feel on their arrival?

Response option	Next Door (147)
Very relieved	117
Somewhat relieved	17
Not sure	2
Somewhat concerned	6
Very concerned	2
Other	3

For the CEF responses, 60% (24 out of 40) rated feeling 'Very relieved' as their top option, however the question style had not been set correctly. This was amended for the NextDoor survey.

4. Considering the benefits and the potential risks outlined, do you believe this is a positive change?

Response option	CEF (40)	Next Door (147)	Total (187)
Yes	26	113	139
Maybe	This wasn't an option for this survey	22	22
No	10	9	19
Don't know	4	3	7

5. What is more important to you:

Response option	CEF (40)	Next Door (147)	Total (187)
The number of firefighters on a fire engine	7	7	14
The time it takes for the fire engine to arrive	33	140	173

It should be noted that in the comments section some felt that this question was biased or not enough options were provided as they want a fire engine there quickly but with enough firefighters on it.

6. Anything else you wish to add?

Respondents were able to provide any comment in this response box. Themes include:

- Many with comments that reiterated support for the change
- Many supported the change but only if firefighters will be safe and back-ups were sent
- Some pointing out they were agreeing within the context of the survey but recognising it was more complex, it would depend on the incident and there was more information they may need
- Some making the point we need to recruit more on-call firefighters
- Some disagreeing with the change due to the moral pressure on firefighters
- Some concerned this was cuts related.

The fourth bullet point gives us an opportunity to follow up on this with a survey about on-call recruitment, how we can promote the role more and where we should be advertising it etc. The Media and Communication Team will give this some thought and add this to the survey planner.

Conclusion

The majority of responders see allowing crews of three as a positive change that will benefit residents. They also indicated that the time it took for a fire engine to arrive was more important than the number of firefighters on board.

We fully appreciate that most residents will not understand the complexities of the firefighter role including risk assessments and standard operating procedures and how many firefighters are needed to do things safely – this was just to give an indication of what was of greater importance in their eyes in terms of meeting their expectations and understanding what reaction a crew of three is likely to get when they arrive at an incident.

Cambridgeshire and Peterborough Fire Authority

Internal Audit Progress Report

19 January 2023

This report is solely for the use of the persons to whom it is addressed.

To the fullest extent permitted by law, RSM UK Risk Assurance Services LLP will accept no responsibility or liability in respect of this report to any other party.

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1 Key messages

This report below provides a summary update on progress against each plan and summarises the results of our work to date. The reports finalised since the last Committee are highlighted in **bold** below.

Progress against the internal audit plan 2021/22 and 2022/23

Assignment	Status	Actions agreed			Opinion Issued
		L	M	H	
Risk Management	Final	1	0	0	Substantial Assurance
Debrief Following Complex Incidents	Final	0	2	0	Reasonable Assurance
General Data Protection Regulation (GDPR) Governance	Final	7	8	1	N/A - Advisory
Key Financial Controls – General Ledger and Budgetary Control	Final	0	1	0	Reasonable Assurance
System Ownership Governance	In Progress				
Integrated Risk Management Planning Framework	In Progress				
Governance	In Progress				
ICCS and Mobilising System	To commence 3 March 2023				
Follow Up	To commence 21 March 2023				

Appendix A – Other matters

Annual Opinion 2022/23

The Overview and Scrutiny Committee should note that the assurances given in our audit assignments are included within our Annual Assurance report. The Committee should note that any negative assurance opinions will need to be noted in the annual report and may result in a qualified or negative annual opinion.

Changes to the audit plan

Since the last Overview and Scrutiny Committee, we have postponed the review of ICCS and Mobilising System due staff absence within RSM. This is now due to commence on 3 March 2023.

Information and briefings

Since the last Overview and Scrutiny Committee we have issued our Quarterly Emergency Services client briefing.

Quality assurance and continual improvement

To ensure that RSM remains compliant with the IIA standards and the financial services recommendations for Internal Audit we have a dedicated internal Quality Assurance Team who undertake a programme of reviews to ensure the quality of our audit assignments. This is applicable to all Heads of Internal Audit, where a sample of their clients will be reviewed. Any findings from these reviews being used to inform the training needs of our audit teams.

The Quality Assurance Team is made up of; the Head of the Quality Assurance Department (FCA qualified) and an Associate Director (FCCA qualified), with support from other team members across the department. This is in addition to any feedback we receive from our post assignment surveys, client feedback, appraisal processes and training needs assessments.

Appendix B – Executive summaries and action plans (High and Medium only) from finalised reports

EXECUTIVE SUMMARY – GENERAL DATA PROTECTION REGULATION (GDPR) GOVERNANCE

Why we completed this audit

From 25 May 2018 the General Data Protection Regulations (GDPR) replaced the EU Directive 95/46/EC. The UK Data Protection Act (DPA) 2018 was introduced at the same date to provide the legislative basis for GDPR in the UK.

Whilst many of the GDPR/DPA 2018 main concepts and principles remain largely the same as those in the previous UK DPA, there are significant new elements and enhancements which will require companies and organisations to perform some specific compliance activities for the first time. In particular, GDPR places greater emphasis on the documentation that data controllers must keep to demonstrate their accountability.

We have been commissioned to perform an Agreed Upon Procedures (AUP) assignment of the current data governance processes, procedures and controls. The scope of this GDPR audit includes a broad range of coverage given the remit of GDPR and the corresponding UK DPA Act 2018. Moreover, this assignment is designed to assess the current control framework in place and to evaluate opportunities for future areas of controls development, based on the evidence presented to us. This takes into account both ICO guidance and relevant best practice identified at other similar organisations, providing a high-level framework of actions, where applicable.

Our report is a factual report and we do not provide a level of assurance, or internal audit opinion, and should not be taken to provide such.

Headline findings

All management actions have been prioritised below to inform internal planning, of which there are one high, eight medium and seven low priority actions.

The key findings from this review are as follows:

Data Flow Mapping

Through review of the Record of Processing Activities (RoPA) for the processing where the Service is the Controller, we noted that the categories of recipients or the data owner were not being recorded. We also noted that the RoPA for COVID-19 related information was not in a consistent format with the Controller RoPA, for instance, it did not cover GDPR Article 6 lawful basis for processing.

Furthermore, we noted blank fields in the RoPAs, such as the Purpose of Processing (one missing entry), Link to Data Protection Impact Assessment (two missing entries) and Data Protection Act 2018 Schedule Condition for processing (one missing entry) in the Controller RoPA and the 'Names of third countries or international organisations that personal data are transferred to' and 'Safeguards for exceptional transfers of personal data to third countries or international organisations' for one entry in the Processor RoPA. If data is not appropriately mapped across the organisation, there is a risk of the organisation being unaware of the data being held, how such data is used by different departments and how it flows through the organisation. This could also lead to issues with lawfulness of processing, security and retention. **(Medium)**

Third Parties

We were advised by the Information Governance Manager that a central register of all third parties whom personal data is transferred to, is not maintained. Instead, third parties are identified as part of the RoPA process. Through review of the RoPA, we noted that whilst it recorded whether data transfer arrangements were in place, further information was not provided, such as the start and end date of the agreements where relevant. This can lead to ineffective tracking of third parties, resulting in personal data being shared without appropriate safeguards. **(Medium)**

We confirmed through review that a standard set of Terms & Conditions of Contract had been produced which is used as part of agreements and had a section on Data Protection Act 2018, covering the processing of personal data. We however found several areas not included, such as the categories of data subject or the fact that the processor must give the controller whatever information it needs to ensure they are both meeting their Article 28 obligations. This can result in personal data being shared with third parties without appropriate safeguards. **(Medium)**

Data Storage and Retention

Through review of the Information Retention Policy, we noted certain information not covered, such as preserving physical records (storage conditions etc.). We also noted that whilst a retention schedule was encompassed in the policy, some areas were not detailed, such as the record owner. Furthermore, we noted that the schedule was not fully completed, for instance, the method of disposal was not being consistently recorded. Without a comprehensive policy and schedule in place, this can lead to an inconsistent approach to data storage and retention, potentially leading to personal data being mismanaged. **(Medium)**

Training

We obtained reports of Information Governance training compliance as at September 2022 and found that there were 475 course completions out of 1294 in the last 12 months (covering both the Data Protection and Information Security training (36.7%) and 236 out of the 647 staff were certified i.e. had passed the test at the end of the course (36.5%)). The Information Governance Manager however advised that there was no formal process for escalating non-compliance with training. This can lead to staff not being kept up to date with data protection practices and requirements, increasing the risk of a data breach as a result of user error. **(High)**

Personal Data Requests

Through review of the Subject Access Request (SAR) Log, we noted that whilst it recorded requests received from data subjects, it did not cover some areas such as whether the request has been made by a third party on behalf of a data subject. We also noted that it was not fully completed, for instance, the date due column was blank for 18 of the 21 entries. This can lead to key information in respect of personal data requests not being retained for analysis and investigation where required, resulting in process improvements not being identified or issues not being resolved appropriately. **(Medium)**

Lawful Bases (including Consent)

Through discussion with the Information Governance Manager, we were advised that although the organisation is aware of the lawful bases it uses to process personal information (such as consent), this had not been formally and centrally documented and agreed. If the lawful bases identified by the organisation are not documented, there is a risk that staff will be unaware of the lawful bases in which personal data is obtained, or lawful bases being inconsistently applied. This can lead to a lack of understanding by staff with respect to lawful bases used for personal data obtained should a query arise. **(Medium)**

On review of template consent forms (Workplace Adjustment Passport, Photograph Consent Form – Adult, Photograph Consent Form – Children, and Stay Safe in the Home), we found that whilst all forms sought explicit consent, they did not cover consistent areas, for instance, the Workplace Adjustment Passport did not reference a privacy notice, whereas other forms did. This can lead to the organisation not informing data subjects of key information prior to obtaining their consent to process their personal data. **(Medium)**

Data Breaches

Through review of the DPA Data Breach Log, we noted that whilst details of breaches were being recorded, some information was not being covered, such as the format of the data lost/impacted. This can lead to key data breach information not being retained to ensure sufficient audit trail in the event of a data breach investigation by the ICO and to inform thematic analysis of breaches to identify trends to be addressed. In partial mitigation, we noted that some information was being recorded on the Data Breach Reporting Form, such as whether sensitive personal data was compromised. **(Medium)**

We also made the following observations which did not result in a management action being agreed:

GDPR Action Plan

Through review of the GDPR Action Plan, we noted that all actions had been marked as complete. Through review of the Information Governance & Security Management Report for September 2022, we confirmed that an update had been provided on the Action Plan, noting it as complete. We were advised by the Information Governance Manager that the September 2022 meeting minutes were not yet available at the time of the audit, however, we were provided with an agenda for the meeting which included 'Sign off of GDPR Action Plan'.

Data Protection Procedure

Through review of the Data Protection Procedure, we noted that it had been last updated in January 2022 with a next review date of January 2023. We also confirmed via a screenshot that the Procedure had been made available to staff on the intranet. In terms of content, we noted that the Procedure covered key areas such as GDPR principles, lawful bases and rights under GDPR.

Data Protection Officer

Through review of the Job Description of the Information Governance Manager, we confirmed that they had the responsibility to act as the Authority's data protection officer (DPO), ensuring the Authority is fully compliant with its data protection obligations under the General Data Protection Regulations (GDPR), following best practice, advising senior managers, improving processes and completing audits and reviews.

We also noted that they reported to the Head of Media, Communication and Transparency, who sits on the Strategic Board and Chief Officers Advisory Group, and had a dotted line to the Deputy Chief Executive Officer in practice, as advised by the DPO. We confirmed that the DPO held a EU GDPR Practitioner qualification from the International Board for IT Governance Qualifications.

Finally, we were provided with written confirmation of the following: 'As per the UK GDPR the Information Governance Manager for Cambridgeshire Fire & Rescue Service operates independently. They do not determine the purposes and means of the processing of personal data within the organisation or have decision making responsibilities which may cause a conflict of interest. Advice and guidance is provided to employees of Cambridgeshire Fire & Rescue Service to ensure the Service is lawfully compliant. The Information Governance Manager does not receive any instructions regarding the exercise of their tasks.'

DETAILED FINDINGS AND ACTIONS

This report has been prepared by exception.

Data Flow Mapping

Control	<p>A Record of Processing Activities (RoPA) template has been produced which covers areas such as:</p> <ul style="list-style-type: none"> • purpose of the processing; • categories of individuals; • GDPR Article 6 lawful basis for processing; and • where the data is stored. 			
Findings / Implications	<p>Through review of the RoPA for the processing where the Service is the Controller, we noted that the categories of recipients or the data owner was not being recorded.</p> <p>We confirmed that the RoPA for where the Service is the Processor covered the required areas under GDPR. We however noted that the RoPA for COVID-19 related information was not in a consistent format with the Controller RoPA, for instance, it did not cover GDPR Article 6 lawful basis for processing.</p> <p>We also noted blank fields in the RoPAs, such as the Purpose of Processing (one missing entry), Link to Data Protection Impact Assessment (two missing entries) and Data Protection Act 2018 Schedule Condition for processing (one missing entry) in the Controller RoPA, and the 'Names of third countries or international organisations that personal data are transferred to' and 'Safeguards for exceptional transfers of personal data to third countries or international organisations' for one entry in the Processor RoPA.</p> <p>If data is not appropriately mapped across the organisation, there is a risk of the organisation being unaware of the data being held, how such data is used by different departments and how it flows through the organisation. This could also lead to issues with lawfulness of processing, security and retention.</p>			
Management Action 1	<p>The Record of Processing Activities (RoPA) for where the Service is the Controller will be updated to include the categories of recipients and the data owner.</p> <p>Following this, the Service will ensure that all RoPAs are fully completed and that a consistent format is used (for instance, COVID-19 related processing activities).</p>	Responsible Owner:	Date:	Priority:
		Danielle Wilkinson – Information Governance Manager (DPO)	30 April 2024	Medium

Third Parties				
Control	Third parties are tracked using the RoPA and a register of Information Sharing Agreements is also retained. A contract template is in place which has a section on the Data Protection Act 2018, which includes data protection related terms and clauses.			
Findings / Implications A	<p>We were advised by the Information Governance Manager that a central register of all third parties whom personal data is transferred to, is not maintained. Instead, third parties are identified as part of the RoPA process. Through review of the RoPA, we noted that whilst it recorded whether data transfer arrangements were in place, further information was not provided, such as the start and end date of the agreements where relevant.</p> <p>This can lead to ineffective tracking of third parties, resulting in personal data being shared without appropriate safeguards. In partial mitigation, we noted that a register of Information Sharing Agreements was in place, however, this does not cover all third parties.</p>			
Findings / Implications B	<p>We confirmed through review that a standard set of Terms & Conditions of Contract had been produced which is used as part of agreements and had a section on the Data Protection Act 2018, covering the processing of personal data.</p> <p>We however found several areas not included, such as the categories of data subject or the fact that the processor must give the controller whatever information it needs to ensure they are both meeting their Article 28 obligations. This can result in personal data being shared with third parties without appropriate safeguards.</p>			
Management Action 2a	<p>A register of third parties to whom 'in scope' (personal) data is transferred to will be produced. For each third party, the organisation will record:</p> <ul style="list-style-type: none"> • name of the third party; • whether there will be sharing of personal data with the third party (if it is a general register for all third parties/contracts etc.); • if the third party is a controller or processor; • whether a formal contract or other legal act is in place (this is a must for processors); • contract owner; • whether the contract contains the required contractual data confidentiality terms and conditions / clauses; • start and end dates of the contract; and • other contractual protections that have been put in place/assessed (especially where a contract is not in place), such as reviewing the third party's terms and conditions or privacy notices, or the use of a signed data/information sharing agreement. 	Responsible Owner: Danielle Wilkinson – Information Governance Manager (DPO)	Date: 30 April 2024	Priority: Medium

Management Action 2b	<p>The standard Terms & Conditions of Contract will be updated to cover the following with respect to the processing of personal data:</p> <ul style="list-style-type: none"> • the subject matter of the processing; • the categories of data subject; • the controller's obligations and rights; • the processor must take appropriate measures to ensure the security of processing; • taking into account the nature of processing and the information available, the processor must assist the controller in meeting its UK GDPR obligations in relation to the security of processing; • the processor must delete existing personal data unless the law requires its storage; and • the processor must give the controller whatever information it needs to ensure they are both meeting their Article 28 obligations. 	<p>Responsible Owner: Danielle Wilkinson – Information Governance Manager (DPO)</p>	<p>Date: 30 April 2024</p>	<p>Priority: Medium</p>
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Data Storage and Retention

Control	<p>The Service has documented an Information Retention Policy which references areas such as:</p> <ul style="list-style-type: none"> • roles and responsibilities; • legislative requirements; • physical archives; and • disposal. <p>The Policy also includes a retention schedule as an appendix.</p>			
Findings / Implications	<p>Through review of the Information Retention Policy, we noted that it was next due for review in January 2023. We also reviewed a screenshot demonstrating that the Policy was available to staff on the intranet. In terms of content, however, we noted certain information not covered, such as preserving physical records (storage conditions etc.).</p> <p>We also noted that whilst a retention schedule was encompassed in the policy, some areas were not detailed, such as the record owner. Furthermore, we noted that the schedule was not fully completed, for instance, the method of disposal was not being consistently recorded.</p> <p>Without a comprehensive policy and schedule in place, this can lead to an inconsistent approach to data storage and retention, potentially leading to personal data being mismanaged.</p>			
Management Action 4	<p>The Information Retention Policy will be updated to cover:</p> <ul style="list-style-type: none"> • managing the security of records; • preserving physical records (storage conditions etc.) • the ICO's advice that "personal data processed for any purpose or purposes shall not be kept for longer than is necessary for that purpose or those purposes"; • how compliance is to be monitored (for instance, the policy should clarify the frequency and approach of audits); • record naming (naming conventions etc.); and • disciplinary information for breach of the policy. <p>In addition, the retention schedule contained in the Policy will be updated to cover:</p> <ul style="list-style-type: none"> • record owner; • retention trigger; and • action at the end of retention period (review for further retention, anonymise, destroy etc.). <p>Following this, the Service will ensure that the schedule is fully completed.</p>	<p>Responsible Owner:</p> <p>Danielle Wilkinson – Information Governance Manager (DPO)</p>	<p>Date:</p> <p>30 April 2024</p>	<p>Priority:</p> <p>Medium</p>

Training

Control The Service has Information Governance training which has two areas that staff are required to complete as part of induction and annually thereafter: Data Protection and Information Security.

Findings / Implications Through review of screenshots of training content relating to the Information Governance training, we noted that this covered areas such as data protection and giving back control, subject information rights, recognising and reporting breaches, and email/internet use. We also confirmed that the Information Governance training had been included in the Induction Handbook.

We however obtained reports of Information Governance training compliance as at September 2022 and found the following:

- there were 475 course completions out of 1294 in the last 12 months (covering both the Data Protection and Information Security training (36.7%); and
- 236 out of the 647 staff were certified i.e. had passed the test at the end of the course (36.5%).

We were advised that overdue training is chased on an ad-hoc basis for high risk areas, with an example chaser email being provided from May 2022 and internal communications are circulated occasionally covering training, with an example provided covering data breaches and the importance of keeping up to date with training packages.

The Information Governance Manager however advised that there was no formal process for escalating non-compliance with training and further formal action had not been undertaken to address training compliance.

This can lead to staff not being kept up to date with data protection practices and requirements, increasing the risk of a data breach as a result of user error.

Management Action 5	Firm action will be taken to ensure increased compliance with the Information Governance training. This will include a formal process for chasing overdue training and escalation of non-compliance.	Responsible Owner: Danielle Wilkinson – Information Governance Manager (DPO)	Date: 31 January 2023	Priority: High
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Management Action 8b	The Subject Access Request (SAR) Log will be updated to cover:	Responsible Owner: Danielle Wilkinson – Information Governance Manager (DPO)	Date: 30 April 2024	Priority: Medium
	<ul style="list-style-type: none"> • date request logged; • who the request has been received from (ideally pseudonymised, or if using a form, the form reference); • date identity verified; • whether the request has been declined; • if declined, why the request has been declined; • if declined, when the data subject was informed of this; • whether the request has been made by a third party on behalf of a data subject; • if the request has been made by a third party, whether the authority of the third party has been established; • date authority established; • if the request has been made by a third party, whether the identity of the third party has been verified; • date third party identity verified; • in what format the information has been sent to the data subject; • whether there has been an extension to the deadline; • if there has been an extension, when the data subject was informed; and • whether the information was sent to the data subject within the required deadlines. <p>Following this, the Service will ensure that the Log is fully completed.</p>			

Lawful Bases (including Consent)				
Control	<p>The Service has not yet formally agreed and centrally documented its lawful basis for the different types of data it processes.</p> <p>A Consent Guidance document has been produced to help staff decide if consent is required to process personal data and if so how to capture and record that consent in a legal manner.</p> <p>Where consent is required, consent forms are in place for this.</p>			
Findings / Implications A	<p>Through discussion with the Information Governance Manager, we were advised that although the organisation is aware of the lawful bases it uses to process personal information (such as consent), this had not been formally and centrally documented and agreed.</p> <p>If the lawful bases identified by the organisation are not documented, there is a risk that staff will be unaware of the lawful bases in which personal data is obtained, or lawful bases being inconsistently applied / Lawful Bases (just no rationale): This can lead to a lack of understanding by staff with respect to lawful bases used for personal data obtained should a query arise.</p>			
Findings / Implications B	<p>Through review of the Consent Guidance, we noted that it was next due for review in January 2023. We also confirmed that the Guidance had been made available to staff on SharePoint.</p> <p>We noted that whilst the Guidance set out key considerations when obtaining consent, certain information was not covered, such as how to identify and verify the age of data subjects to ensure that parental consent is obtained where required. This can lead to the organisation not informing data subjects of key information prior to obtaining their consent to process their personal data.</p>			
Findings / Implications C	<p>We obtained the following consent forms:</p> <ul style="list-style-type: none"> • Workplace Adjustment Passport; • Photograph Consent Form - Adult; • Photograph Consent Form - Children; and • Stay Safe in the Home. <p>We noted through review that whilst all forms sought explicit consent, they did not cover consistent areas, for instance, the Workplace Adjustment Passport did not reference a privacy notice, whereas other forms did. This can lead to the organisation not informing data subjects of key information prior to obtaining their consent to process their personal data.</p>			
Management Action 9a	<p>The Service will formally document and agree the lawful bases for the different types of data processed by the organisation. This will include the rationale for the lawful bases as relevant.</p> <p>Subsequently, this will be communicated to relevant staff.</p>	Responsible Owner: Danielle Wilkinson – Information Governance Manager (DPO)	Date: 30 April 2024	Priority: Medium
Management Action 9c	<p>As part of the update to Consent Guidance, the following areas will be referenced for coverage in consent forms:</p> <ul style="list-style-type: none"> • the name of the organisation/any third-party controllers who will rely on the consent; 	Responsible Owner: Danielle Wilkinson – Information Governance Manager (DPO)	Date: 30 April 2024	Priority: Medium

-
- a copy of the privacy notice or reference to this and where it is available;
 - why the organisation wants the data (the purposes of the processing);
 - what the organisation will do with the data (the processing activities);
 - whether the data will be shared with any other organisations;
 - the fact that data subjects can withdraw their consent at any time; and
 - a recording of explicit consent (rather than implied), including the date when consent was given.

Following this, the Service will review existing consent forms and ensure all areas are covered.

Management Action 10b	The Data Breach Log will be updated to cover:	Responsible Owner: Danielle Wilkinson – Information Governance Manager (DPO)	Date: 30 April 2024	Priority: Medium
	<ul style="list-style-type: none"> • date the breach was reported internally; • content of data lost/impacted; • whether sensitive personal data was lost/impacted; • format of data lost/impacted; • source of data lost/impacted; • the categories of those affected by the breach (employees, service users etc.); • consequences of the breach; • when the breach was notified to the ICO (where relevant); • whether the breach was notified to the ICO within 72 hours (where relevant); • when the breach was notified to the individuals (where relevant); • when the breach was notified to the relevant management forum; • actions taken/to be taken to guard against reoccurrence; and • date actions completed. 			

EXECUTIVE SUMMARY – KEY FINANCIAL CONTROLS – GENERAL LEDGER AND BUDGETARY CONTROL

Why we completed this audit

We have undertaken a Key Financial Controls review, specifically focussing on the areas of the General Ledger and Budgetary Control and Reporting as part of the 2022/23 approved Internal Audit Plan. The objective of the review was to allow the Authority to take assurance over the design and robustness of processes in place to manage these key financial control systems.

The Financial Regulations and Financial Control Standards document which set out the approach to control and management of key financial areas. Additionally, a Statement of Delegated Responsibilities is in place which outlines the delegated authority and financial approval limits of staff. The Dream finance system is utilised, access to which is controlled by different username and passwords, and access rights to the system are assigned based on job role. The Finance Team overseen by the Finance Manager, is responsible for managing the budgeting, accounting, and financial reporting activities.

A budget requirement of £31.2m for 2022/23 was approved by the Fire Authority in February 2022. Monthly budget statements are produced and bi-monthly meetings are held with budget holders to review the budget statements with significant variances identified and discussed. Monthly Budgetary Control Reports are also presented to the Deputy Chief Executive for oversight and scrutiny.

Conclusion

Overall, we confirmed through our review that the Authority has generally well-designed and consistently applied key financial controls to manage the General Ledger and Budgetary Control and Reporting areas. We identified through our review there are up to date financial governance documentation to control and manage these key financial areas. In addition, we also noted areas of effective control design and compliance regarding the Dream system access, Dream system backups, month-end timetable, and control reconciliations.

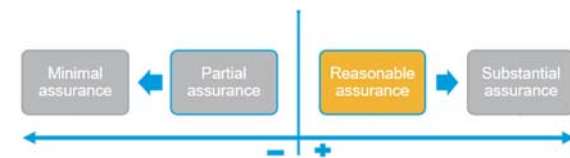
A Budget Book is produced which provides a comprehensive overview of the annual budget and is subject to review and approval by the Fire Authority. We also identified the monthly issue of Budgetary Control Reports (BCR) for review by the Deputy Chief Executive and that financial performance figures reported on the BCR aligned with figures on the Dream System. Additionally, we found that there is e-learning training material on how to use Dream, raise purchase orders, invoices, and budget monitoring processes for budget holders.

However, we noted issues in relation to independent month-end review of journals.

Internal audit opinion:

Taking account of the issues identified, the Authority can take reasonable assurance that the controls upon which the organisation relies to manage this risk are suitably designed, consistently applied and effective.

However, we have identified issues that need to be addressed in order to ensure that the control framework is effective in managing the areas.



Key findings

We identified the following weaknesses resulting in the agreement of one medium priority action:



Journals

Testing of a sample of 20 journals noted three instances in October 2022 where the Senior Financial Accountant prepared the journals and completed the month-end journal review thereby lacking a segregation of duties. If journals are not independently reviewed, there is a risk that transactions may not receive the appropriate scrutiny and challenge which may result in financial losses. **(Medium)**

We have identified the following areas as well-designed and effective:

General Ledger



Policies and Procedures

Review of the Financial Principles and Financial Control Standards confirmed they outlined the approach to control and management of key financial areas, including general ledger and budgetary control and reporting. Review of the Statement of Delegated Responsibilities confirmed it outlined the delegated authority and financial approval limits of staff, including the Chief Fire Officer and budget holders.

Review of the individual documents noted that they had been reviewed in line with the review frequency and were up to date. Review of a screenshot of the finance shared drive also confirmed the finance governance documents had been shared and made available to staff.



Dream Financial System Access

We obtained the user report with the list of all current users with access to the Dream Finance System as of 16 November 2022. We selected a sample of five active users and confirmed through review of ResourceLink that all users are still employed by the Authority. For a sample of five leavers, we confirmed through review of the Dream Finance System active users report that they have been removed from the system.



Dream Financial System Backup

We selected a sample of three days (13, 14, and 15 November 2022) and a review of screenshots of the drive confirmed completion of system backups. Review of the screenshots also noted that the Dream Finance system was backed up daily every four hours.



Month-End Timetable

The Authority has in place a month-end timetable, recorded within an Excel spreadsheet, that outlines key finance month-end activities, including Dream system closedown, journal review, and bank reconciliations.

Review of the month-end checklists for August, September, and October 2022 noted that each task was recorded as complete alongside the date and initials of individuals who completed the task. We also confirmed through review of the month-end checklists for August, September, and October 2022 that in all instances the checklists had been reviewed and signed by the Head of Finance or Senior Finance Accountant.



Control Account Reconciliations

We selected a sample of five control accounts B215 – Debtors, B379 - Project Suspense, B305 – Accruals, B300 - Purchase Ledger, and B240 Bad Debt Provision. Through review of the control account reconciliations for August, September, and October 2022 we confirmed that all reconciliations had been completed and reviewed in a timely manner. We also noted that in 14 out of 15 instances, no variances had been recorded. In the remaining instance in September 2022 the Purchase Ledger had a variance of £271.20, this was investigated and cleared.

Budgetary Control and Reporting



2022/23 Annual Budget

We confirmed through review of the 2022/23 Budget Book that the Authority set a budget requirement of £31.2m. Review of the Fire Authority February 2022 minutes noted the Authority discussed and approved the 2022/23 budget. Reconciliation of a sample of five figures from the finalised budget as approved by the Fire Authority in February 2022 to the budget uploaded onto Dream in the same month noted in all instances the figures matched.



Performance Reporting

Review of the August, September, and October 2022 Budgetary Control Reports (BCR) confirmed that the Deputy Chief Executive received these with updates on the Authority's financial performance for oversight and scrutiny. Review of the August, September and October 2022 BCR noted they outlined the budget to date and actual to date spend with necessary comments on significant under and overspends.



Budget Monitoring and Review

Budget Control Reports are prepared, and Budget Holder bi-monthly meetings are held with budget holders to review the budget statements with significant variances identified and discussed, with actions being agreed to address significant variances and followed up in subsequent meetings. Testing of a sample of three cost centres confirmed in all instances that budget control reports had been produced for budget holders for September and October 2022 highlighting original budget, variances, revised budget, actual to date and the variances.

We obtained the September budget holder meeting notes for the three cost centres and confirmed in all instances they included discussion on budget overspends and underspends. We also noted that reasons for the variances were identified within the meeting notes. We also noted through review of the ICT Shared Services and Health and Safety Services meeting notes that they included a 'Mid-Year Review' tab which detailed notes from mid-year financial review meetings held by the Finance Manager and budget holders.



Reconciliation of BCR figures to Dream Financial System

We selected a sample of three figures (Senior Management (Hay), Fire Equipment and Other Income) from the BCR presented for review and oversight to the Deputy Chief Executive in August, September, and October 2022 and reconciled the figures to the Dream system for the corresponding months. Testing confirmed in six instances, the figures on the BCR aligned with the figures on the Dream system. In the remaining three instances, we identified differences in the figure for fire equipment on the system and the figure reported in the BCR. We were advised by the Senior Financial Accountant that the difference is due to occupational health equipment repairs and maintenance classified as fire equipment repairs on the Dream System and as other supplies and services on the BCR.



Budget Holder Support and Training

We noted through walkthrough of Learning Pool that budget holders have access to learning resources relating to raising purchase orders, invoices, and budget reports. We also noted that budget holders had to complete a quiz to test understanding of the training. We sought to obtain training logs to confirm overall completion of training provided to budget holders, however, were informed by the Senior Financial Accountant that no formal training logs are retained and the e-learning training for budget holders was not mandatory but available to assist staff.

The Senior Financial Accountant also advised that all budget holders received induction training on budgets. We obtained the Finance for Non-Finance Managers PowerPoint presentation used for training and noted through review that the training included information on what are budgets, methods of budgeting, budget analysis, managing spend, and variances. We also noted that the training included steps on how to utilise Dream Finance system.

DETAILED FINDINGS AND ACTIONS

This report has been prepared by exception. Therefore, we have included in this section, only those areas of weakness in control or examples of lapses in control identified from our testing and not the outcome of all internal audit testing undertaken.

Journals		Assessment:	
Control	Journals are raised and posted by the Finance Accountant with the reason for the journal recorded and no additional approval is required at this time. A report of all journals posted within the month is reviewed and independently authorised at month-end by the Finance Manager.	Design	✓
		Compliance	✗
Findings / Implications	<p>We obtained a report of all journals posted from April to October 2022. Testing of a sample of 20 journals confirmed that, in all instances, there was backing documentation to support the appropriateness of the journal. A report of all journals posted in the month is generated and reviewed by the Finance Manager as part of the month-end activities. Review of the journal reports and month-end checklists for August, September and October 2022 confirmed journals had been subject to review by the Finance Manager or Senior Financial Accountant in a timely manner.</p> <p>However, we noted three instances in October 2022 where the Senior Financial Accountant prepared the journals and completed the month-end journal review. If journals are not independently reviewed, there is a risk that transactions may not receive the appropriate scrutiny challenge with may result in financial losses.</p>		
Management Action 1	The Authority will ensure there is segregation of duties in the preparation and month-end review of journals.	Responsible Owner Finance Manager	Date: November 2022
			Priority: Medium

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The matters raised in this report are only those which came to our attention during the course of our review and are not necessarily a comprehensive statement of all the weaknesses that exist or all improvements that might be made. Actions for improvements should be assessed by you for their full impact. This report, or our work, should not be taken as a substitute for management's responsibilities for the application of sound commercial practices. We emphasise that the responsibility for a sound system of internal controls rests with management and our work should not be relied upon to identify all strengths and weaknesses that may exist. Neither should our work be relied upon to identify all circumstances of fraud and irregularity should there be any.

Our report is prepared solely for the confidential use of Cambridgeshire and Peterborough Fire Authority and solely for the purposes set out herein. This report should not therefore be regarded as suitable to be used or relied on by any other party wishing to acquire any rights from RSM UK Risk Assurance Services LLP for any purpose or in any context. Any third party which obtains access to this report or a copy and chooses to rely on it (or any part of it) will do so at its own risk. To the fullest extent permitted by law, RSM UK Risk Assurance Services LLP will accept no responsibility or liability in respect of this report to any other party and shall not be liable for any loss, damage or expense of whatsoever nature which is caused by any person's reliance on representations in this report.

This report is released to you on the basis that it shall not be copied, referred to or disclosed, in whole or in part (save as otherwise permitted by agreed written terms), without our prior written consent.

TO: Overview and Scrutiny Committee

FROM: Deputy Chief Executive Officer - Matthew Warren

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

DATE: 19 January 2023

DRAFT FIRE AUTHORITY BUDGET 2023/24

1. Purpose

- 1.1 The purpose of this report is to provide the Overview and Scrutiny Committee with sight of the draft budget for 2023/24 before it is presented to the authority, for approval, in February 2023.

2. Recommendation

- 2.1 The Committee is asked to scrutinise the budget book, attached at Appendix 1 and make comment(s) as appropriate.
- 2.2 Any comments will be shared with the Chair of the Policy and Resources Committee. The summarised draft authority budget was presented to that committee in late December 2022.

3. Risk Assessment

- 3.1 **Economic** – the significant risk to the Fire Authority budget is the current economic uncertainty and associated pay/inflationary pressures. The authority must be cognisant of this risk when approving the budget and associated precept for financial year 2023/24.

4. Background

- 4.1 The authority received its financial settlement before Christmas; Government has only provided funding certainty for 2023/24. Information on Section 31 grants relating to business rates will not be received until late January 2023.
- 4.2 With regard to council tax, on 12 December 2022, Government announced changes to the amount Fire Authority council tax levels can be increased by before a referendum is required. The rate has been set at 2.99% or £5 for a Band D equivalent, whichever is higher, should funding be required. The proposed budget includes a council tax increase of £4.95.
- 4.3 The budget book details proposed recommendations (Page 17), the revenue budget showing current year and the proposed 2023/24 budget (Pages 18 to

20), the medium term financial plan 2023/24 to 2026/27 (Pages 21 to 24) and the detailed medium term capital programme (Pages 25 to 27).

BIBLIOGRAPHY

Source Documents	Location	Contact Officer
Budget Preparation Papers 2022/23	HQ Hinchingsbrooke Cottage Brampton Road Huntingdon	Matthew Warren 01480 444619 matthew.warren@cambsfire.gov.uk



CAMBRIDGESHIRE
& PETERBOROUGH
FIRE AUTHORITY

DRAFT BUDGET BOOK 2023/24



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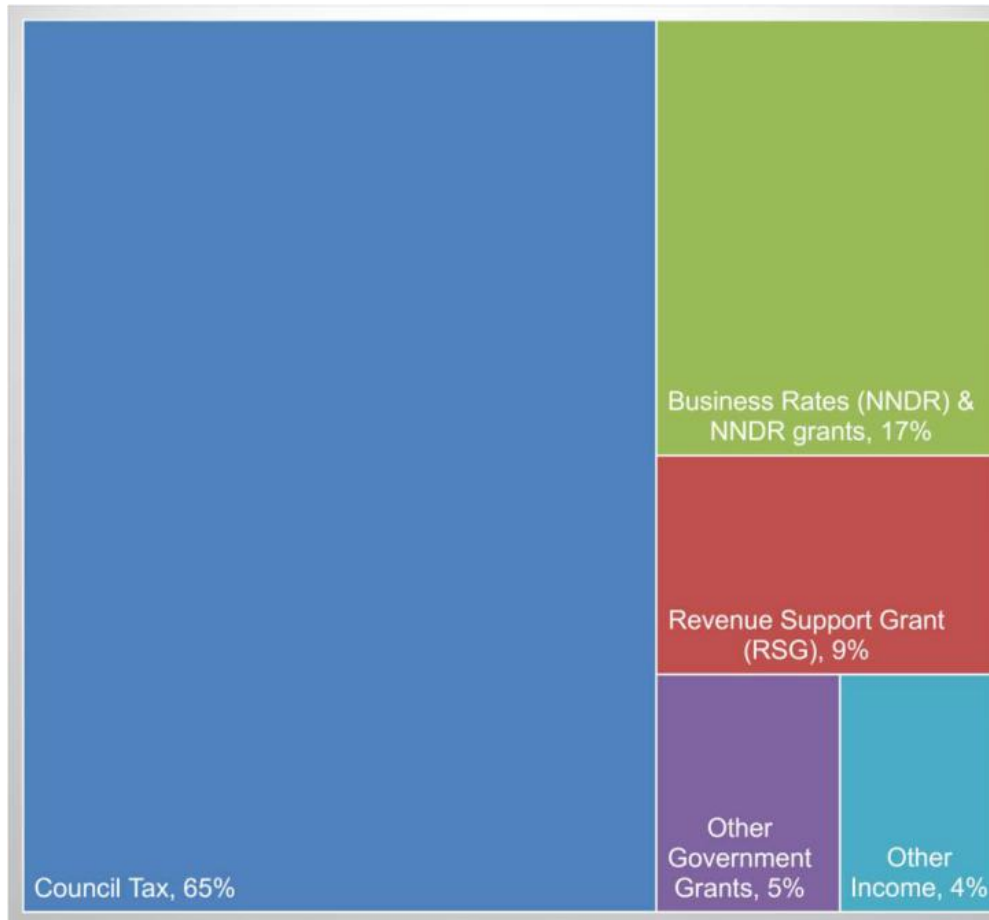
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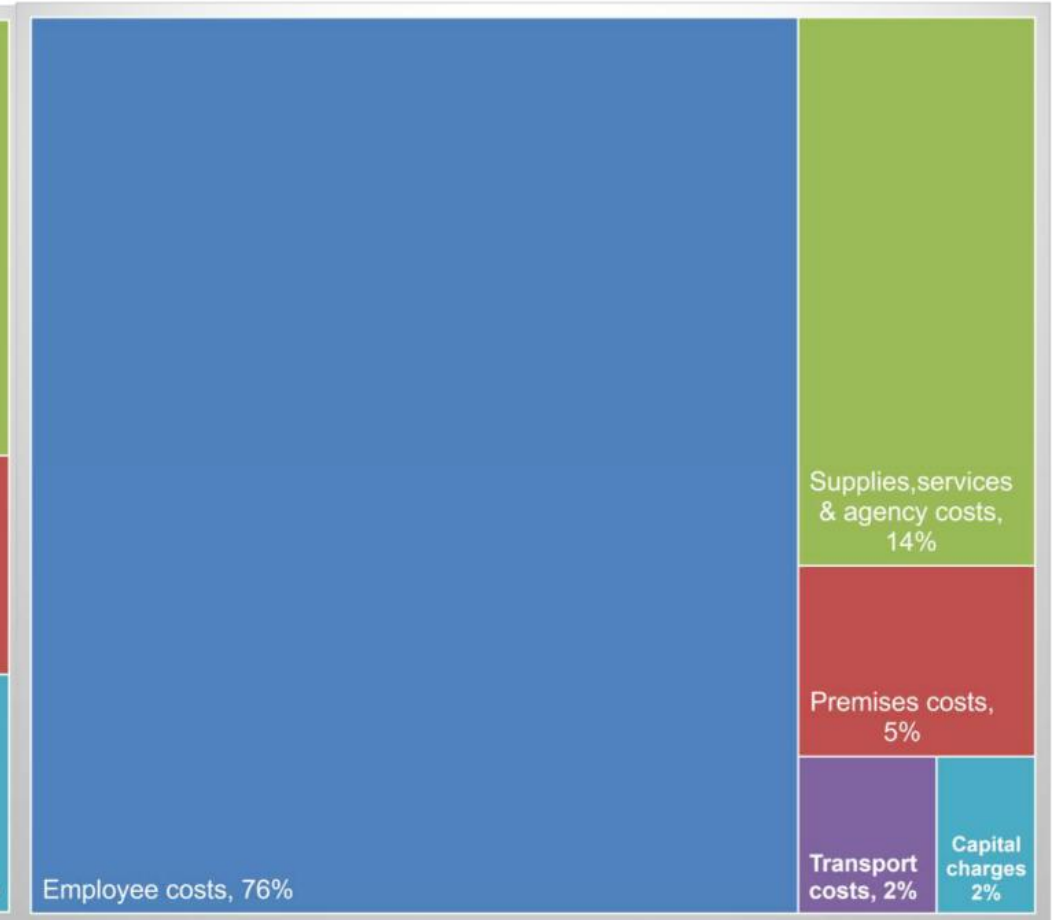


DRAFT Budget Overview

Where the Fire Service's budget comes from:-



Where the Fire Service's budget is spent:-





Funding

DRAFT

Council Tax Precepts

The main source of funding is from Council Tax precepts making up nearly two thirds of overall funding. In recent years any annual increases have been restricted to 2%, but as a result of unprecedented inflation during 2022/23 has now been increased to 3% and includes a one year allowable increase up to £5 per household for 2023/24 for those services who can demonstrate their need for it.

Cambridgeshire Fire and Rescue Service have operated, especially in recent years, as a lean service, meaning that in order to cover the significant increases in costs that we are currently experiencing, we need to utilise the allowable increase of £5.00 on Council Tax precepts for 2023/24. Allowing for rounding's and balancing of the budget, this equates to a charge of £79.92 per household compared with £74.97 in 2022/23. Along with the 1.95% growth in housing the region is seeing, this will provide for an additional £1.9m of funding.

This increase in precepts will help the service recover from the £1.2m budget deficit in 2022/23 and provide a stable platform for 2023/24 and in the medium term assuming inflation rates reduce back to 2-3%. For future years we have assumed a 1% growth in housing year on year and a 3% increase per annum on precept per household, with inflation and pay increases expected to be between 2-4%; although there is still much uncertainty whether and when inflation will reduce back down to the rates we were used to experiencing in the recent years leading up to 2022/23.

Business Rates

The baseline funding from Business Rates (Business Rates received directly from the district authorities plus the top-up from Government) has been increased by £228k, being 3.7% for 2023/24. Due to the uncertainty of future funding we have kept this static in the medium term.

The Authority continues to participate in a local pooling arrangement with a number of local Authority's within Cambridgeshire, including Peterborough. The purpose of this arrangement means that participants benefit from local increases in business rates income, whilst having baseline protection should it fall. This Authority has seen small financial benefits resulting from this initiative over recent financial years, receiving £185k for the year 2021/22 in May 2023. This is an unknown amount until after the end of each financial year and is therefore not included in any budgetary calculations.





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Revenue Support Grant (RSG)

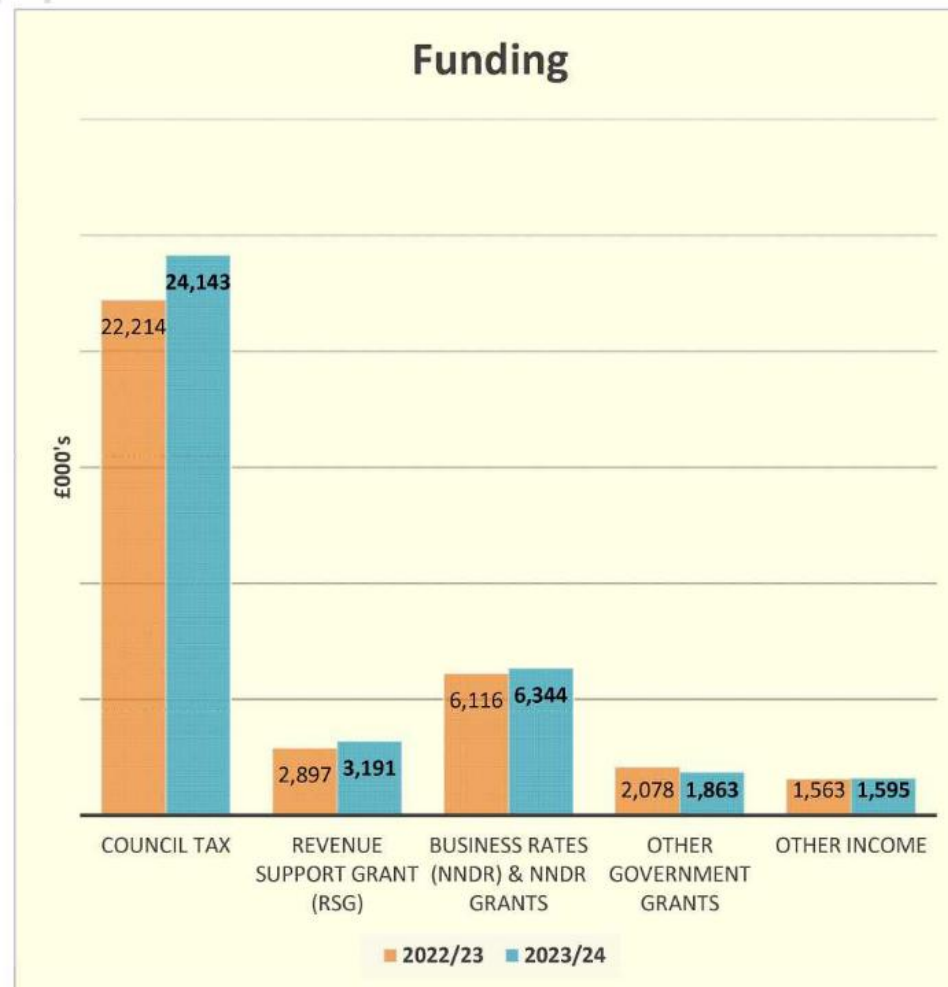
The Revenue Support Grant has been increased by inflation, being £294k (10.1%), over that received in 2022/23. An inflationary increase is also expected in 2024/25, and, as such have assumed a 3% (£95k) increase, and then assume it will stay flat thereafter in the medium term.

Other Grant Income

The Service also receives additional specific grant income. These include grants for additional pension liability, on-going Airwave costs and funding for protection activities. These grants are all temporary and are reviewed annually by Government. For 2023/24 these are expected to total £1,863k (£2,078k in 2022/23). The main grant included here is the Pensions Liability Grant at £1,335k; this was first issued in 2019/20 as a result of the significant increase in the firefighters' employer pension contributions from an average of 16.15% to 28.9% and with the on-going rate of 28.8% this expected to continue in the medium-term. During 2022/23 a new services grant was received for £421k covering the additional burden of the increased National Insurance(NI) costs and other general service costs; for 2023/24 the NI element has been removed as there is no longer an additional cost, meaning the services grant is £235k for 2023/24; it is not anticipated that this will continue in future years. Other grants are also expected to reduce slightly, reducing the overall other grant income to £1,567k by 2026/27.

Other Income

Other income is mostly income from shared services, saving costs for all parties concerned. Cambridgeshire Fire and Rescue provide the Control room function for Suffolk Fire and Rescue as well as sharing ICT support function with Bedfordshire Fire and Rescue.





Expenditure

DRAFT

The effects of inflation, bridging the gap and establishing the budget

The budgets for 2022/23 were set assuming inflationary and pay increases of 2%. With CPI running at 10.1% in September 2022 and pay increases likely to be 5% or more for 2022/23, the 2022/23 cost base could be £1.2m more than the original budget. In order to bridge this gap, the Service, already looking at efficiency savings as part of the comprehensive savings review (CSR) programme within the medium-term Integrated Risk Management Plan 2021-2024, went a step further and put a hold on non-essential expenditure and carried out a deep review of every budget line and where any permanent or temporary savings could be made.

Savings were found to the value of £211k in the short term, but we will need to continue to review these to see if they can be sustained without a detrimental impact to the service in the medium to longer term as this includes reductions to non-operational training and support.

The Integrated Risk Management Plan (IRMP) is the Service's overarching strategic plan that sets out the aims and objectives for the future. The financial strategy must consider and support the delivery of these aims and actions.

With the way we work having changed quite significantly in recent years a zero-based budgeting approach has been used for the 2023/24 budget, meaning a total review of the cost drivers and re-alignment of the budgets looking forward. To further support a zero-based budgeting approach, we have just embarked on a sustainability strategy to reduce our carbon footprint and aim to become carbon net-zero by 2030, meaning our cost drivers in the next 3-4 years should be slightly different to those in the last few years.

There has been a reduction in full-time equivalent staff of about nine people (two operational and seven professional support). Further savings were found in areas such as travel, printing and stationery, and telecommunications, but costs have escalated significantly in other areas, such as fuel, heating and lighting, and generally costs of most goods and services. The Heads of Groups are working closely together to focus on spending the money where it is most needed. There is a real risk of service levels reducing which is not what we want and the Service will continue to monitor and review its activities with the aim to continue to operate at a good level. This is especially paramount as the county population continues to grow; we must allow for the pressures of an increased population and the potential opportunities that are created by an increased tax base.

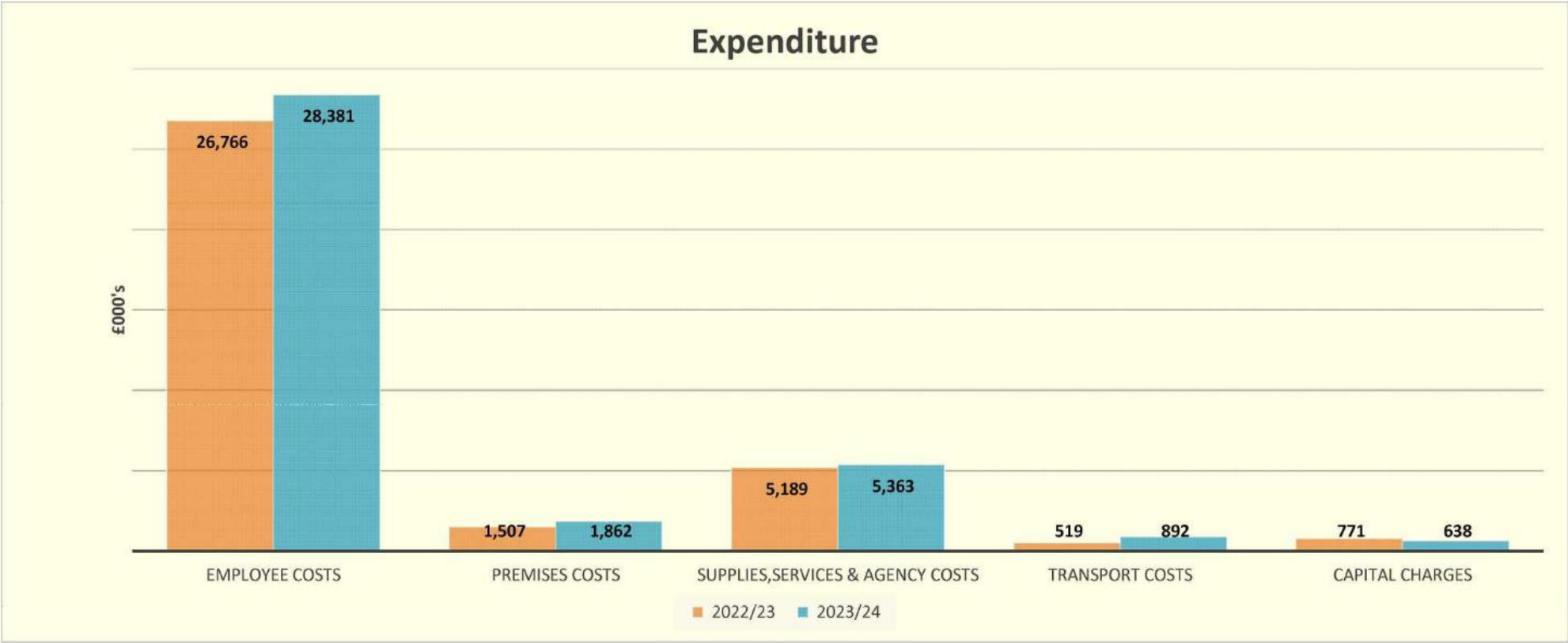




In real terms (adjusting for inflation) the Service has managed to reduce the gross budget for 2023/24 by approximately £1m. There is a fine balance in cutting costs whilst still focusing on the well-being of your staff and serving the public to the required standard. The medium term funding and the economy is still very unpredictable.

Expenditure by category

The gross budget for 2023/24 is £37.136m, compared with £34.752m for 2022/23 (uninflated), with employee costs making up 76% of the expenditure budget. A detailed breakdown is found in Appendix 1 and a summary shown in the graph below.





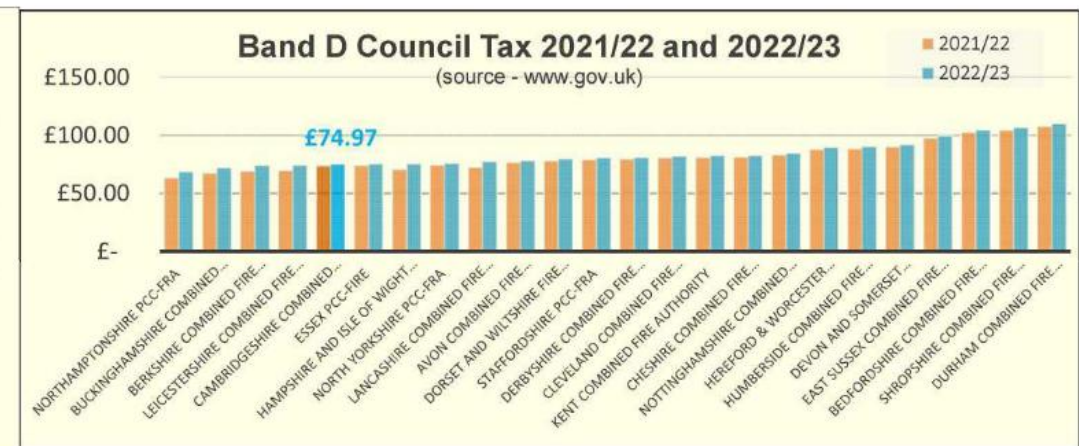
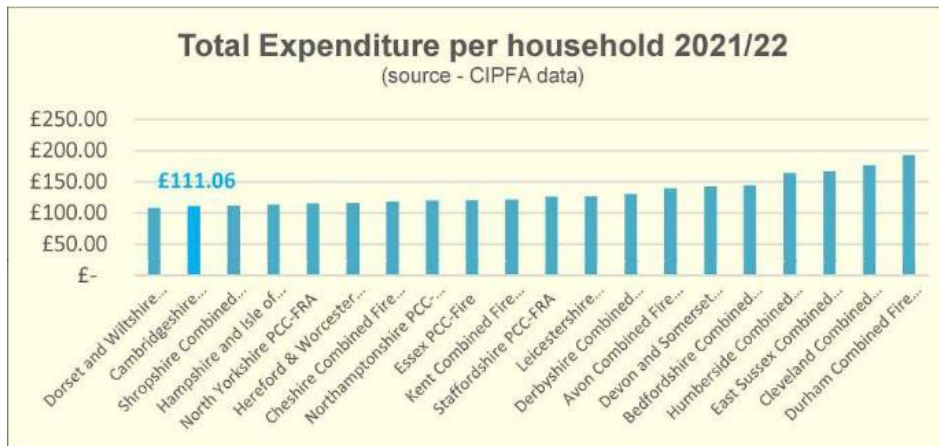
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Value For Money

Despite inflation running at around 10%, the service has managed to keep the increase in cost per person to less than 4% for 2023/24 and the latest statistics from CIPFA and the government show Cambridgeshire Fire and Rescue as being one of the lowest in England compared with other Fire Services, being in the bottom two in 2021/22 for total expenditure per household and the bottom five in 2021/22 and 2022/23 for lowest precept per household.

	2022/23	2023/24
Population (previous year Gov't census stats)	859,830	894,400
Net Expenditure £000's*	£ 31,227	£ 33,678
Net Cost per person per week	£ 0.70	£ 0.72
Net Cost per person per annum	£ 36.32	£ 37.65
Band D Council Tax per household	£ 74.97	£ 79.92

*expenditure less specific grants & other income





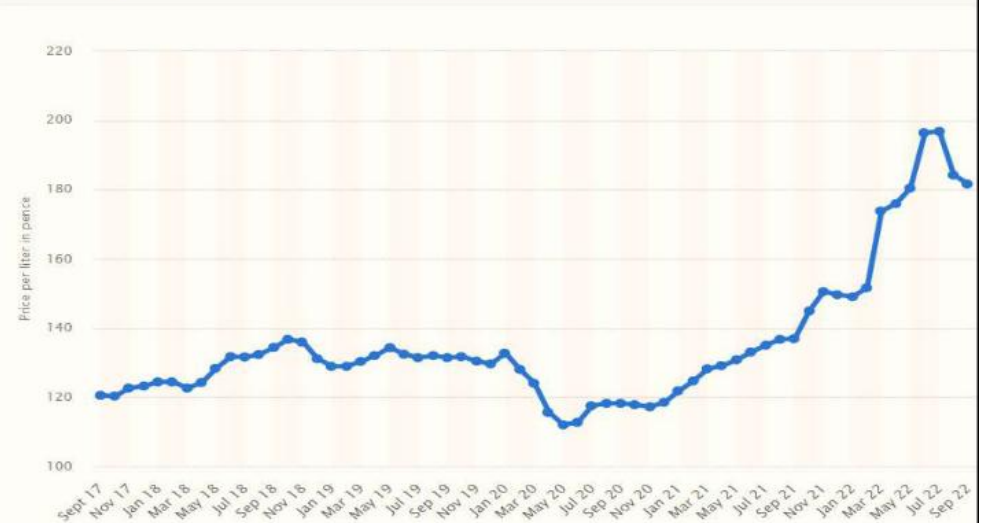
Inflation

We have seen inflation running at a rate which hasn't been seen for over 20 years and had remained under 3% in the 5 years heading into 2022. The 2022/23 budget was set assuming a general inflation rate of 2%. At the time of setting last years' budget we did not expect to see overall CPI rates of 10.1% (September 2022). This has had an impact on everyone, forcing individuals as well as businesses to review their spending. In particular we are seeing gas and electricity price increases of 70% or more and petrol and diesel prices, although are looking like they may be dropping back to rates seen in January 2022, were running at about 32% inflation in September 2022.

Average price of diesel fuel in the United Kingdom (UK) 2022

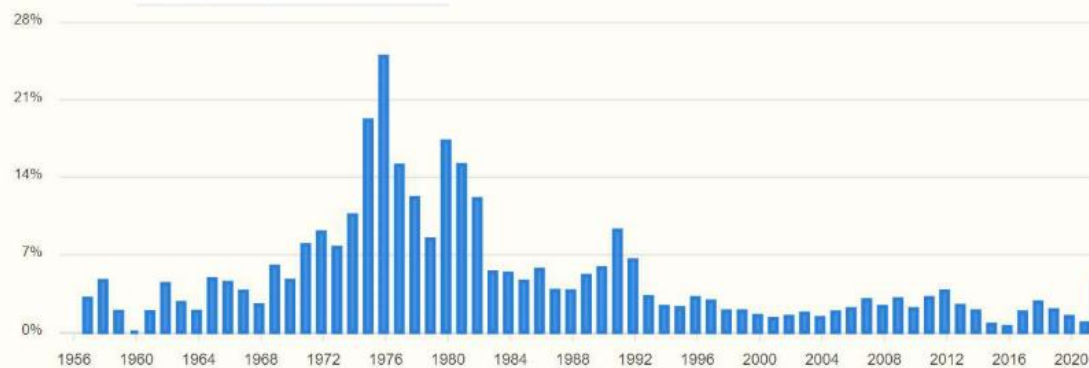
(in pence per liter)

www.statista.com/statistics/299552/average-price-of-diesel-in-the-united-kingdom/



United Kingdom Historical Inflation Rates

[/www.inflationtool.com/rates/uk/historical](https://www.inflationtool.com/rates/uk/historical)



In addition to high inflation rates, we came out of a fixed price gas and electricity contract in November 2022 which has meant we have a 184% increase in those budgeted costs for 2023/24 (approximately an additional £200k).



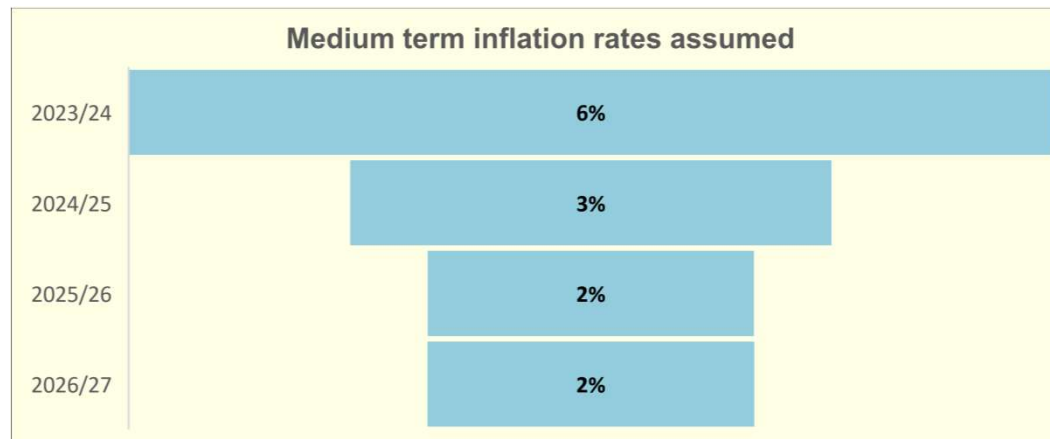


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The cost of living pay increases for 2022/23 were budgeted at 2%. Pay negotiations between the Fire Brigades Union and the National Joint Council do not commence until after the budget has been set and can bring significant risk where the difference between budgeted pay awards and actual is vastly different. The reality for 2022/23 is the professional management support staff have received a 5% increase and the local government employees (LGE) support staff have received an average of 6.3% (£1925 per full-time employee). The pay award for operational staff is still yet to be determined but it has been assumed to be 5% for 2022/23 for the preparation of the 2023/24 budget. The impact of these costs will need to be funded from in-year savings and reserves.

With unprecedented inflation rates and unknown levels of future funding, a sensitivity analysis was created. This analysis looks to provide several scenarios that consider multiple assumptions on the key factors included within the financial forecast. They provide some indication on the financial impact a specific factor can have on the Authority's budget and consider options to manage those impacts.

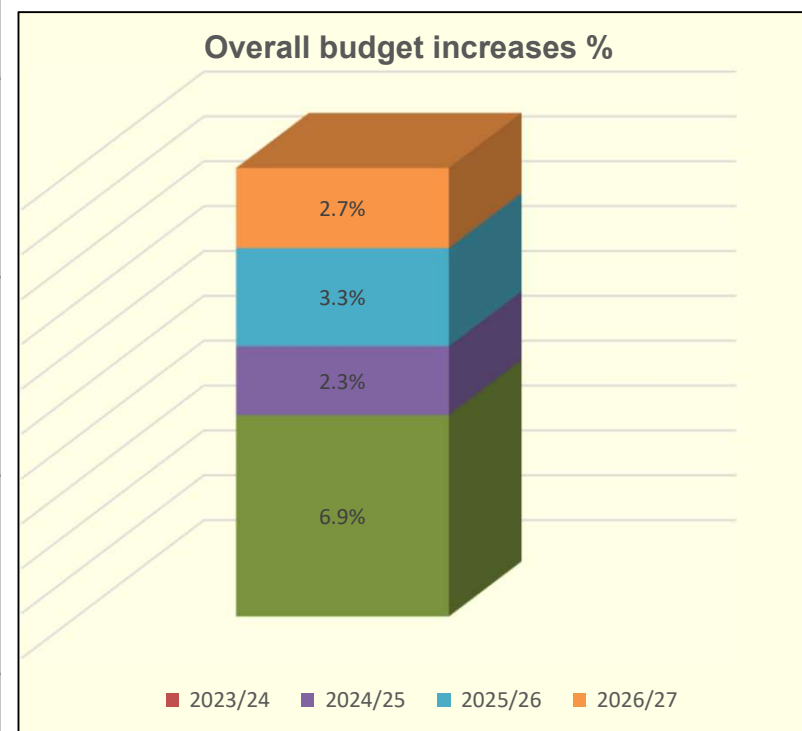
With staff costs making up 76% of the overall budget and fuel costs running so high, the baseline core costs heading into 2023/24 are significantly increased. Although inflation rates remain uncertain, especially with the Russian and Ukrainian dispute on-going, we are optimistic that rates will settle back to lower rates; we have assumed pay increases of 4% going into 2023/24, this partly reflects the fact that the 5% (£1965 for LGE) awarded is below the overall inflation rate of 10.1% (September 2022). For the medium term we have assume an overriding 3% inflation rate for 2024/25 then 2% thereafter to 2026/27.





MEDIUM TERM BUDGET OVERVIEW	Prior Year Budget £000's	Inflation £000's	Adjustments £000's	2023/24 Budget £000's
Total Staffing Costs	26,767	947 4%	667	28,381
Total Supplies, Servicing and Financing costs	7,986	764 10%	6	8,756
Total Income before Fire Authority Precepts	(12,539)	(454) 4%	(1)	(12,994)
Net costs funded by Council Precepts	22,214	1,257 6%	672	24,143
2024/25				
Total Gross Costs	37,137	1,095 3%	(226)	38,006
Net costs funded by Council Precepts	24,143	1,047	(86)	25,104
2025/26				
Total Gross Costs	38,006	759 2%	512	39,277
Net costs funded by Council Precepts	25,104	727	532	26,363
2026/27				
Total Gross Costs	39,277	786 2%	287	40,350
Net costs funded by Council Precepts	26,363	754	302	27,419

The adjustments in the table for 2023/24 are as a result of the 2022/23 increases above the percentages budgeted, these would be more than double had savings not been made. Those for future years are related to capital financing. A more detailed table including a view of the medium term budget can be found in Appendix 1.



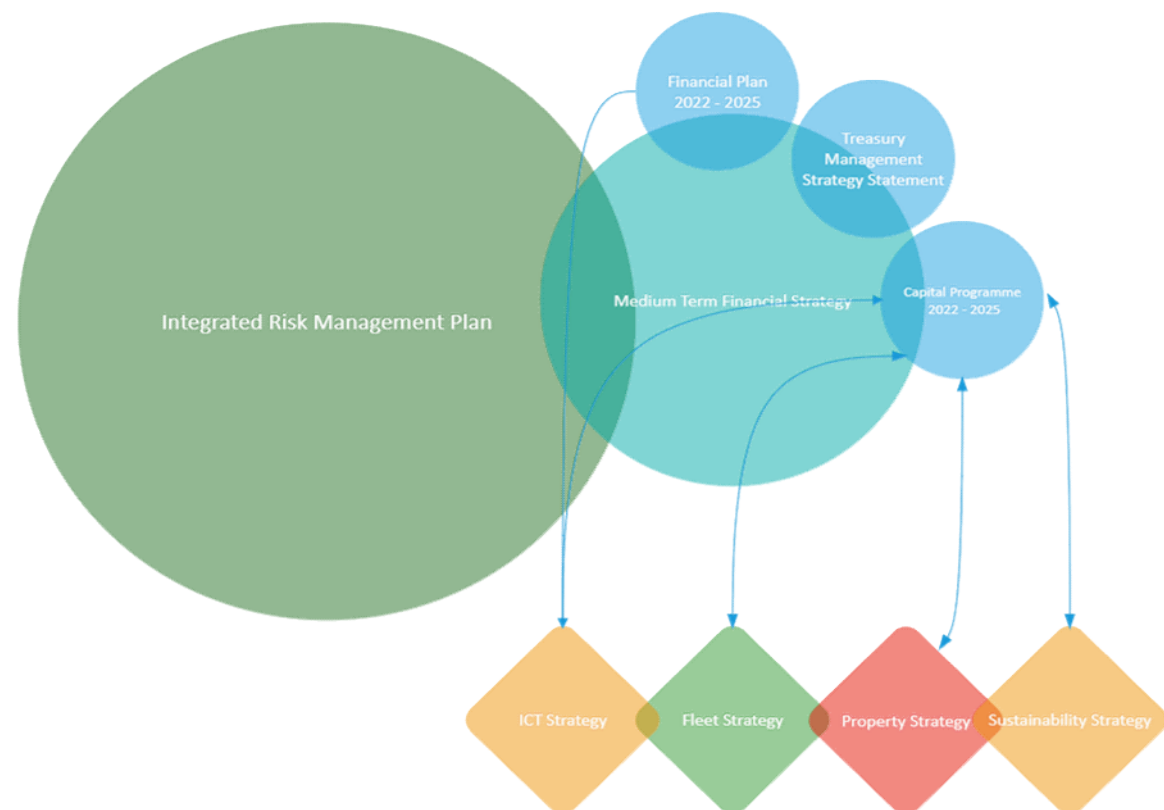


The Budget: Capital Expenditure

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The Prudential Code, introduced as part of the Local Government Act 2003, requires authorities to ensure capital expenditure is both prudent and affordable. The revenue budget accounts for the financing costs of the schemes. The capital programme is reviewed annually by the Policy and Resources Committee. A summary of the Capital Programme and how it will be financed is shown in the table on the next page with a more detailed breakdown in Appendix 2.

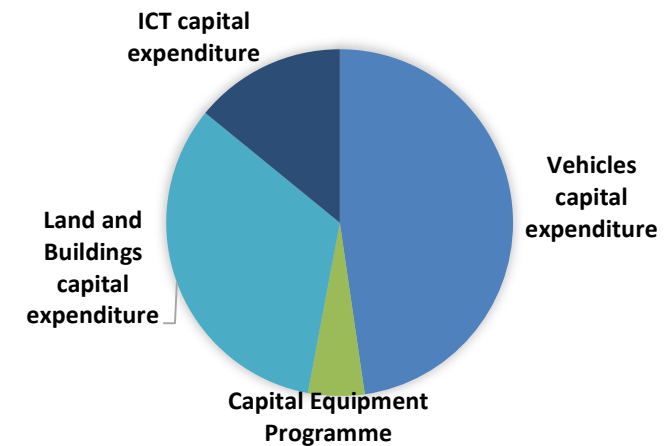
As part of our asset management plan we must now consider our sustainability strategy. During 2022/23 we consulted with Carbon Trust to assist us with understanding and managing our carbon footprint. We have purchased some hybrid vehicles and installed some electric recharging points at four of our strategic sites with three more planned for 2023/24 and a plan to purchase more hybrid vehicles to replace some of our diesel silver fleet, we plan to do this in the remaining part of 2022/23 and 2023/24 but we are experiencing lead times of over 60 weeks currently and so delivery may be in 2024/25. In addition to vehicles, expenditure relating to buildings is also focusing on reducing our carbon footprint, such as new more efficient boilers, improved insulation and installation of smart meters. We are now considering the environmental impact of what we do and work to reducing or eliminating the carbon footprint as much as is reasonably possible.



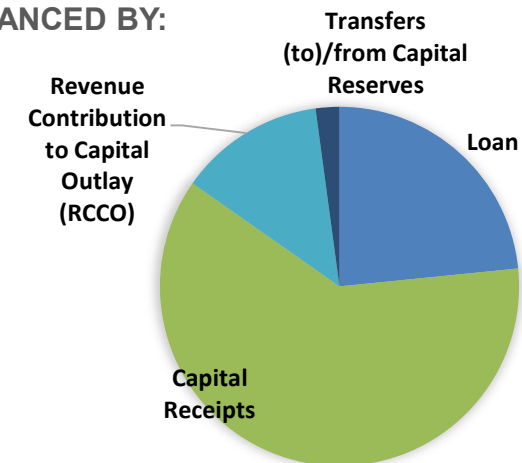


MEDIUM TERM CAPITAL PROGRAMME	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000
Emergency Fleet	304	870	887	905
Silver Fleet	596	865	321	700
Other	-	-	14	-
Vehicle Replacement Programme	900	1,734	1,222	1,605
Equipment	53	161	164	226
Property Refurbishments and Upgrades	1,515	726	946	589
New Land and Buildings	-	-	-	-
Property, Refurbishments & Land	1,515	726	946	589
Tangible Assets	350	361	320	80
Intangible Assets	180	-	-	321
IT & Communications	530	361	320	402
TOTAL CAPITAL EXPENDITURE	2,998	2,982	2,652	2,822
FINANCED BY:				
Loan	-	1,000	-	1,800
Capital Receipts	2,959	1,954	2,205	219
Revenue Contribution to Capital Outlay	189	-	580	803
Transfer (to)/from Reserves	(150)	28	(133)	-
Capital Grants	-	-	-	-
TOTAL RESOURCES	2,998	2,982	2,652	2,822

MEDIUM TERM CAPITAL PROGRAMME



FINANCED BY:





Statutory Declarations

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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 Council tax precepts. 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 Chief Officer Team and all budget holders within the Service. The finance team has worked closely with all budget holders in a thorough scrutiny of current and future expected costs to establish a zero-based budget, driving the focus on where funds need to be spent in the short to medium term and not on historic budgets. Every budget line has been stripped back and current costs discussed and reviewed to establish if they have a place in the estimated costs along with identifying where new estimates are required.

The Budget Book identifies and explains all service pressures, as well as 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. The significant risk to the Authority's budget in the short-term is inflation and particularly pay inflation. It is anticipated that these risks can be managed in the short-term using savings and contingencies and, if necessary, reserves, the Authority will need to monitor this position closely throughout the 2023/24 financial year. This is consistent with the Authority's Medium Term Financial Strategy.

The budget has been publicised with a press release being 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 2022/23.





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Adequacy of Reserves

CIPFA has published a guidance note on all 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. Last year it added a Finance Business Continuity Reserve of £1m from revenue savings from 2021/22 in anticipation of new budgetary pressures and unpredictable funding in the medium term.

At 31st March 2022 the Authority's usable General Reserve balance was £2.4m, representing 7% of the revenue budget, and £3.4m (9.9%) including the Finance Business Continuity Reserve. 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 Pension Reserve to fund ill-health retirements above that budgeted, and a Wholetime Recruitment Reserve to allow for fluctuations in firefighter establishment figures.

The Property Development Reserve at 31st March 2022 is £5.7m, having dropped from £8.3m. A further £4.7m of this will be used by 31st March 2023 to help fund the new Huntingdon Fire Station and Training Centre which was completed in 2022/23. The cost of borrowing is greater than the return on cash investments, it is therefore more cost effective to use funds currently held.

The Wholetime Recruitment Reserve is £400k. This reserve is expected to be used to help fund the pay increase pressures experienced in 2022/23.

The level of reserves is important, not only for the budget year but also in formulating the Medium Term Financial Strategy. The table on the next page provides a detailed estimate on how reserves will be used over the medium term. In my view, if the Fire Authority accepts the proposed budget, then the level of reserves currently held will be adequate.





Estimated General/Earmarked Reserve Breakdown 2021/22 to 2025/26

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	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	Narrative
Estimated Reserves at Start of Financial Year	11,571	10,119	5,275	5,425	5,397	
Property Development Reserve	8,350	5,763	1,319	1,469	1,441	The Property Development Reserve is earmarked to fund major property improvement and new capital schemes. The new Training Centre and Fire Station at St John's in Huntingdon became operational in January 2023. Most of this reserve was used to finance the build. Future capital expenditure is being partly financed through the expected sale of land at St Ives and the old Huntingdon fire station. Investing in sustainability is now a key consideration and this reserve will also support that in the medium-term.
Capital Property Improvements	(2,587)	(4,744)	(2,809)	(1,982)	(2,072)	
Capital Receipts		300	2,959	1,954	2,205	
General Reserve	2,098	2,433	2,433	2,433	2,433	This reserve will be used for expenditure that cannot be budgeted for such as spate conditions, maternity leave, unexpected cost increases, etc.
Capital Financing Underspends	335					
Finance Business Continuity Reserve	1,000	1,000	1,000	1,000	1,000	This is a new reserve generated by the underspend in 2021/22 as a result of consciously holding back on spend to help manage future budgetary pressures and expected cuts in grant income.
Operational Firefighter Reserve	400					This reserve will be used to cover any overspend in the short-term as a result of the unbudgeted pay increase in 2022/23.
Pension Reserve	523	523	523	523	523	This reserve is held to fund ill health retirements that are often unexpected and to fund any current funding shortfall owing to the revaluation of the Firefighter Pension Fund in addition to the uncertainty around the Matthews, McCloud and Sargent remedy cases.
Estimated Reserves at Year end	10,119	5,275	5,425	5,397	5,530	
General Reserves at Year end	2,433	2,433	2,433	2,433	2,433	
Earmarked Reserves at year end	8,021	2,842	2,992	2,964	3,097	





Proposed Recommendations

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- 1 That approval is given to a Fire Authority budget (as detailed in Appendix 1) to the requirement £33,678,280.
- 2 That approval is given to a recommended Fire Authority precept for Tax from District Authorities and Peterborough City Authority of £24,143,451.
- 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 (302,095):

Band	2022/23 Authority Tax			2023/24	Band	2022/23 Authority Tax			2023/24
A	£	49.98	+£3.30	£53.28	E	£	91.63	+£6.05	£97.68
B	£	58.31	+£3.85	£62.16	F	£	108.29	+£7.15	£115.44
C	£	66.64	+£4.40	£71.04	G	£	124.95	+£8.25	£133.20
D	£	74.97	+£4.95	£79.92	H	£	149.94	+£9.90	£159.84

- 4 That approval is given to the Capital Programme detailed in Appendix 2.





Detailed Revenue Budget by cost type

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Appendix 1

2022/23 £'000		2023/24 £'000
	EXPENDITURE	
18,974	Firefighters and Control Room Staff	20,269
7,319	Support Staff	7,683
418	Training	391
55	Other Staff Costs	38
26,766	Employee costs	28,381
379	Repairs and Maintenance	462
359	Heating and Lighting	593
46	Cleaning Contract	47
723	Rents and Rates	760
1,507	Premises costs	1,862
81	Office Equipment and Furniture and Fitting	58
1,054	IT Equipment	1,191
391	Clothing and Uniform	398
1,076	Communications	860
411	Mutual Protection	400
61	Subscriptions	64
35	Corporate Support	19
115	Community Safety	79
77	Fire Protection Exps	54
171	Health and Safety	175
105	Members Fees	100





Detailed Revenue Budget by cost type, continued

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Appendix 1, continued

2022/23 £'000		2023/24 £'000
100	Audit Fees	112
53	Legal Fees	48
214	Consultant Fees	414
49	Printing and Stationery	21
18	Postage	14
71	Travel and Subsistence	46
26	Advertising	14
102	Hydrants/BA Maintenance	141
179	Operational Equipment/Infrastructure	210
90	Project Delivery Costs	99
554	Other Supplies and Services	846
5,033	Supplies and Services costs	5,363
41	Car Allowances	38
332	Petrol, Oil and Tyres	504
146	Repair and Maintenance of Vehicles	181
519	Transport costs	723
132	Fire Services Charges	144
24	Service Level Agreements	25
156	Agency charges	169
771	Capital Financing	638
771	Capital charges	638





Detailed Revenue Budget by cost type, continued

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Appendix 1, continued

2022/23 £'000		2023/24 £'000
-140	Capital Receipts > £10k	0
-1,026	Control Room Recharge	-1,028
-1,963	Section 33 Grants	-1,863
-397	Other Income	-567
-3,526	Total Income	-3,458
31,226	Net Revenue Expenditure	33,678





MEDIUM TERM FINANCIAL PLAN 2023/24 TO 2026/27

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Appendix 1, continued

Description	Prior Year Budget £000's	Inflation £000's	Adjustments £000's	2023/24 Budget £000's
Wholetime Firefighters Pay	14,178	478	486	15,142
Retained Firefighters Pay	3,024	88	155	3,267
Fire Control Pay	1,773	53	34	1,860
Management & Support Staff Pay	7,319	289	75	7,683
Training & Other Staff Related Costs	473	39	(83)	429
Total Staffing Costs	26,767	947	667	28,381
		4%		
Premises Running Costs	1,507	301	54	1,862
Insurances, Supplies and Services Costs	5,033	325	5	5,363
Transport Costs	519	131	74	724
Service Charges	156	7	6	169
Capital Financing Costs	771	-	(133)	638
Total Supplies, Servicing and Financing costs	7,986	764	6	8,756
		10%		
Total Costs	34,753	1,711	673	37,137
Shared Services Income	(1,112)	(104)	107	(1,109)
S.33 Grants	(1,963)	-	100	(1,863)
Other income	(451)	(10)	(26)	(487)
RSG	(2,897)	-	(294)	(3,191)
National Non-domestic Rates	(3,362)	(340)	18	(3,684)
NNDR top-up Grant	(2,754)	-	94	(2,660)
Transfers to/from Reserves	-	-	-	-
Total Income before Fire Authority Precepts	(12,539)	(454)	(1)	(12,994)
Funded by Fire Authority Precept	22,214	1,257	672	24,143
Tax Base and growth (number of households)	296,307	1.95%	5,789	302,095
Band D Tax	£ 74.97	6.60%	£ 4.95	£ 79.92
Total Precept £000's	22,214	8.7%	1,929	24,143





MEDIUM TERM FINANCIAL PLAN, continued

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Appendix 1, continued

	2023/24 Budget	Inflation	Adjustments	2024/25
	£000's	£000's	£000's	£000's
Future Years +1				
Wholetime Firefighters Pay	15,142	454	-	15,596
Retained Firefighters Pay	3,267	98	-	3,365
Fire Control Pay	1,860	56	-	1,916
Management & Support Staff Pay	7,683	230	(12)	7,901
Training & Other Staff Related Costs	429	13	65	507
Total Staffing Costs	28,381	851	53	29,285
		3%		
Premises Running Costs	1,862	56	(2)	1,916
Insurances, Supplies and Services Costs	5,363	161	(117)	5,407
Transport Costs	724	22	-	746
Service Charges	169	5	-	174
Capital Financing Costs	638	-	(160)	478
Total Supplies, Servicing and Financing costs	8,756	244	(279)	8,721
		3%		
Total Costs	37,137	1,095	(226)	38,006
Shared Services Income	(1,109)	(33)	-	(1,142)
S.33 Grants	(1,863)	-	261	(1,602)
Other income	(487)	(15)	54	(448)
RSG	(3,191)	-	(95)	(3,286)
National Non-domestic Rates	(3,684)	-	-	(3,684)
NNDR top-up Grant	(2,660)	-	(80)	(2,740)
Transfers to/from Reserves	-	-	-	-
Total Income before Fire Authority Precepts	(12,994)	(48)	140	(12,902)
Funded by Fire Authority Precept	24,143	1,047	(86)	25,104
Tax Base and growth	302,095	1.02%	3,086	305,181
Band D Tax £ per house	£ 79.92	2.93%	£ 2.34	£ 82.26
Total Precept £000's	24,143	29.9%	7,221	25,104





MEDIUM TERM FINANCIAL PLAN, continued

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Appendix 1, continued

	2024/25	Inflation	Adjustments	2025/26
	Budget £'000	£'000	£'000	Budget £'000
Future Years +2				
Wholetime Firefighters Pay	15,596	312	-	15,908
Retained Firefighters Pay	3,365	67	-	3,432
Fire Control Pay	1,916	38	-	1,954
Management & Support Staff Pay	7,901	158	(8)	8,051
Training & Other Staff Related Costs	507	10	(65)	452
Total Staffing Costs	29,285	585	(73)	29,797
		2%		
Premises Running Costs	1,916	38	-	1,954
Insurances, Supplies and Services Costs	5,407	108	(18)	5,497
Transport Costs	746	15	-	761
Service Charges	174	3	-	177
Capital Financing Costs	478	10	603	1,091
Total Supplies, Servicing and Financing costs	8,721	174	585	9,480
		2%		
Total Costs	38,006	759	512	39,277
Shared Services Income	(1,142)	(23)	-	(1,165)
S.33 Grants	(1,602)	-	20	(1,582)
Other income	(448)	(9)	-	(457)
RSG	(3,286)	-	-	(3,286)
National Non-domestic Rates	(3,684)	-	-	(3,684)
NNDR top-up Grant	(2,740)	-	-	(2,740)
Transfers to/from Reserves	-	-	-	-
Total Income before Fire Authority Precepts	(12,902)	(32)	20	(12,914)
Funded by Fire Authority Precept	25,104	727	532	26,363
Tax Base and growth	305,181	2.00%	6,113	311,294
Band D Tax £ per house	£ 82.26	2.95%	£ 2.43	£ 84.69
Total Precept £000's	25,104	59.2%	14,855	26,363





MEDIUM TERM FINANCIAL PLAN, continued

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Appendix 1, continued

	2025/26	Inflation	Adjustments	2026/27
	Budget £'000	£'000	£'000	Budget £'000
Future Years +3				
Wholetime Firefighters Pay	15,908	318	-	16,226
Retained Firefighters Pay	3,432	69	-	3,501
Fire Control Pay	1,954	39	-	1,993
Management & Support Staff Pay	8,051	161	(8)	8,204
Training & Other Staff Related Costs	452	9	8	469
Total Staffing Costs	29,797	596	-	30,393
		2%		
Premises Running Costs	1,954	39	30	2,023
Insurances, Supplies and Services Costs	5,497	110	2	5,609
Transport Costs	761	15	-	776
Service Charges	177	4	-	181
Capital Financing Costs	1,091	22	255	1,368
Total Supplies, Servicing and Financing costs	9,480	190	287	9,957
		2%		
Total Costs	39,277	786	287	40,350
Shared Services Income	(1,165)	(23)	-	(1,188)
S.33 Grants	(1,582)	-	15	(1,567)
Other income	(457)	(9)	-	(466)
RSG	(3,286)	-	-	(3,286)
National Non-domestic Rates	(3,684)	-	-	(3,684)
NNDR top-up Grant	(2,740)	-	-	(2,740)
Transfers to/from Reserves	-	-	-	-
Total Income before Fire Authority Precepts	(12,914)	(32)	15	(12,931)
Funded by Fire Authority Precept	26,363	754	302	27,419
Tax Base and growth	311,294	1.00%	3,113	314,407
Band D Tax £ per house	£ 84.69	2.98%	£ 2.52	£ 87.21
Total Precept £000's	26,363	29.8%	7,845	27,419





	2023/24		2024/25		2025/26		2026/27	
	No.	£	No.	£	No.	£	No.	£
Vehicle Replacement Programme								
Water Tender/Rescue pump	-	-	3	869,680	3	887,070	3	904,820
Foam Water Carrier	1	303,520	-	-	-	-	-	-
Large Service Cars	13	435,180	13	464,440	1	53,900	4	202,110
Medium Service Cars	-	-	2	58,520	2	59,700	7	208,390
Small Service Cars	-	-	5	64,990	8	106,070	2	27,050
Small Vans	5	80,700	10	143,480	3	50,870	-	-
Medium Vans	3	80,580	5	133,340	2	50,050	-	-
Rescue vehicle	-	-	-	-	-	-	2	262,760
Vehicle workshop ramp	-	-	-	-	1	14,400	-	-
TOTAL VEHICLES	22	899,980	38	1,734,450	20	1,222,060	18	1,605,130
Capital Equipment Programme								
Holmatro Recue Equip - Battery operated	-	-	3	80,530	3	82,140	3	83,780
BA Washing Machine	1	27,720	1	28,550	1	29,120	1	29,710
Dry Suits	-	-	-	-	-	-	181	64,010
Thermal Cameras	6	25,620	8	35,180	8	35,890	8	36,610
Light Portable Pumps (link to appliance purchases)	-	-	3	16,620	3	16,960	2	11,530
TOTAL EQUIPMENT	7	53,340	15	160,880	15	164,110	195	225,640





DETAILED MEDIUM TERM CAPITAL PROGRAMME continued **DRAFT**

Appendix 2, continued

		2023/24	2024/25	2025/26	2026/27
		£	£	£	£
Land and Buildings Capital Programme					
Remaining works from condition surveys	All sites	-	530,450	-	535,810
Training building	Peterborough	-	-	525,300	-
Appliance bay floor	Cambridge	20,000	-	-	-
Station refurbishment & upgrade	Ely	300,000	-	-	-
Station refurbishment & upgrade	Stanground	350,000	-	-	-
Station refurbishment & welfare facilities	St Neots	300,000	-	-	-
Station refurbishment & welfare facilities	Linton	60,000	-	-	-
Station refurbishment & welfare facilities	Manea	-	61,800	-	-
Station refurbishment & welfare facilities	Sutton	-	51,500	-	-
Station modernisation	Ramsey	70,000	-	-	-
Station modernisation	Thorney	-	30,900	-	-
On-call replacement roof programme		300,000	-	-	-
Community safety functional building		-	-	367,710	-
Enhancement/Contingency		50,000	51,500	52,530	53,580
New PA system		65,000	-	-	-
TOTAL LAND & PROPERTY CAPITAL PROGRAMME		1,515,000	726,150	945,540	589,390





DETAILED MEDIUM TERM CAPITAL PROGRAMME continued

Appendix 2, continued

	2023/24	2024/25	2025/26	2026/27
	£	£	£	£
IT and Communications Capital Programme				
Mobiles/Comms upgrade	40,000	-	52,530	-
Essential system enhancements	-	-	-	321,480
Mobile data terminals	250,000	-	-	-
On-call alerters	60,000	-	-	-
New financial management system	180,000	-	-	-
Back-end server refresh	-	257,500	-	-
Asset management tablets	-	103,000	-	-
Replace station projectors/screens	-	-	31,520	-
WIFI refresh	-	-	236,390	-
Laptop refresh	-	-	-	80,370
TOTAL ICT CAPITAL PROGRAMME	530,000	360,500	320,440	401,850



OVERVIEW & SCRUTINY COMMITTEE WORK PROGRAMME

MEETINGS 2023/24

Date	Meeting Time	Venue
2023		
Thursday 19 January	1400 hours	SHQ
Thursday 20 April	1400 hours	SHQ
Wednesday 19 July	1400 hours	SHQ
Wednesday 4 October	1400 hours	SHQ
2024		
Monday 15 January	1400 hours	SHQ
Monday 22 April	1400 hours	SHQ

WORK PROGRAMME 2023/24

Thursday 19 January 2023			
Time	Agenda Item	Member/Officer	
	Minutes of Overview and Scrutiny Committee Meeting 6 October 2022		
	Action Log		
	<u>Overview</u> IRMP Performance Measures	ACFO/Head of Service Transformation	
	Update on the Expansion of Crews of Three Appliance Mobilisations to all Incident Types	Area Commander Operational Response	
	Update on CFRS Planning for Industrial Action	Area Commander Operational Response	Verbal
	<u>Audit</u> Internal Audit Progress Report	RSM	
	<u>Scrutiny</u> Draft Budget Book 2023/24		
	Work Programme 2023/24	Chairman	
	Member-led Review of	Councillors Gardener and Gowing	

	Estates, Property Management and Capital Programme		
	Staffing Task and Finish Group	TBC	Added as per Action Log
Thursday 20 April 2023			
Time	Agenda Item	Member/Officer	
	Minutes of Overview and Scrutiny Committee Meeting 19 January 2023		
	Action Log		
	<u>Overview</u> IRMP Performance Measures	ACFO/Head of Service Transformation	
	Fire Authority Programme Management – Monitoring Report	Deputy Chief Executive Officer	
	CFRS Cyber Security Update Report	Head of ICT and OHU	Annual
	<u>Audit</u> Annual Internal Audit Report 2022/23	RSM	
	Internal Audit Strategy 2023/24	RSM	
	Internal Audit Progress Report	RSM	
	<u>Scrutiny</u> Public Consultation Forum Report		Added as per Action Log
	Work Programme 2023/24	Chairman	