

FIRE AUTHORITY OVERVIEW & SCRUTINY COMMITTEE



Date: Monday, 22 April 2024

14:00hr

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

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>*

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The Fire Authority 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) and Councillor Scott Warren Councillor Ian Gardener Councillor Ros Hathorn Councillor Catherine Rae

Clerk Name:	Daniel Snowdon
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Fire Overview and Scrutiny Committee Minutes

Date: 4 October 2023

Time: 2.00p.m. – 3.55p.m.

Venue: New Shire Hall, Alconbury Weald, Huntingdon

Present: Councillors Gardener, Hathorn, Kindersley (Chair), Rae, Taylor and Warren

64. Apologies for Absence and Declarations of Interest

Apologies were received from Councillor McGuire and there were no declarations of interest.

65. Minutes – 20 April 2023 and Action Log

The minutes of the meeting held on 20 April 2023 were agreed as a correct record and signed by the Chair. In noting the action log, the Chair reported that Constabulary data covering in excess of three years on road traffic collisions on the A14 around Ellington/Keyston was e-mailed to Members on 28 September 2023; this information was particularly welcomed by one Member.

66. Integrated Risk Management Plan Performance Measures

The Committee considered a report reviewing the Service's progress against its Integrated Risk Management Plan (IRMP) between 1 April and 30 June 2023. Attention was drawn to Appendix 1 detailing attendance times for urban and rural areas and all incidents, total fires, primary and secondary fires, fire deaths and casualties, road traffic collisions (RTCs) attended, people killed or seriously injured in RTCs, special service incidents attended, applicant and workforce diversity, the number of non-domestic fires, and the number of business engagements identified through the risk based audit programme. Members also received an update on crews of three and noted a detailed overview in Appendix 2.

In response to a query regarding secondary fires in East Cambridgeshire and Huntingdonshire, it was noted that these areas had not been highlighted in the report as there had been no significant change.

The Chair invited Mr Mark Harriss, Brigade Secretary, Region 9, Eastern, Fire Brigades Union (FBU) to address the committee. He expressed concern that the report only highlighted the benefits of deficient crewing rather than concerns. He challenged the reference in Appendix 2 to a "positive news story" regarding on-call crews mobilising with four or more fire fighters when the rota system showed three, as this demonstrated a lack of knowledge about the availability of firefighters. He was of the view that deficient crews were an unnecessary use of taxpayer's money, created unnecessary risks for both emergency responders and the public, and diminished availability across

the county and disrupted IRMP locations. He further disputed the claim that “fully crewed appliances” were being sent as backup.

He reminded Members that he had raised concerns at their meeting in January which had then been addressed by letter. It had been reported originally that the average time taken by a second pump to arrive would be four minutes and nine seconds but this report stated five minutes and nineteen seconds which was in line with projections. Firefighters on their first day were knowingly being used in deficient crews. Although there was a big focus on recruiting more on-call firefighters, barriers put in place had made the role less attractive. Over 200 firefighters had signed letters either of objection, duress or resignation. He was of the view that crews of three was a conscious choice taken by the Service.

In conclusion, he drew attention to a statement shared by an incident commander with over 25 years wholetime service, who had attended an incident as a crew of three a few months ago and had since decided to leave the Service. He had waited for nine minutes for a second pump.

The Chair invited officers to respond to the issues raised by Mr Harriss, as follows:

- the Service’s aim had always been to recruit crews of four, five or six but it had struggled to recruit on-call firefighters.
- the crew of three had carried out defensive firefighting tactics at the incident referred to above in Wisbech. It was reported that such crews could carry out a number of actions to improve outcomes before a second pump arrived.
- a survey of communities had identified that they wanted three people to do something rather than to wait longer for a second pump. It would also enable fully trained crews to risk assess the situation without putting themselves in danger and prevent the public from taking action. In response, Mr Harriss challenged the leading questions in the survey.
- confirmed that the incident commander referred to above had retired from the Service.
- many incidents were false alarms which released vehicles to attend other incidents.
- the Service was committed and had identified significant funding to recruit on-call firefighters, it also welcomed any ideas from the FBU to assist with recruitment.
- people did not generally live and work in the same place and prevention campaigns meant there were less calls. A considerable amount of work had therefore taken place to incentivise on call-firefighters including meaningful work in the community such as working in partnership with the East of England Ambulance Service to attend heart attacks.

The Chair invited Mr Harriss to respond to issues raised by Members, as follows:

- actions taken by an on-call crew of three were very limited. There were therefore concerns that the public would act to rescue someone, which would then put a moral pressure on the three firefighters to respond.
- a crew of five could demand more resources to enable them to effect rescues inside buildings for example. There were so many restrictions as to what a crew of three could or could not do. In response, Members commented that waiting for a crew of more than three to attend would result in unacceptable delays.
- acknowledged that whether it was better for a crew of three to turn up before a fully staff crewed depended on the incident. It was noted that concerns related to such crews turning up first rather than as additional support.
- Control Room staff were highly trained to extract information from callers to determine the right resources to deploy to incidents.
- there needed to be more investment, against a backdrop of 12,000 and 260 firefighters cut nationally and locally since 2010, to improve on-call recruitment. The Chief Fire Officer reported that he did not recognise the figure of 260. Since 2010 the Service had reduced the number of Wholetime staff by 25 but had not deliberately lost any on-call staff. Any reduction in on-call staffing was due to difficulties with recruitment and retention, not funding.
- noted that in the last ten years there had only been two occasions when on-call crews had been mobilised to rescue people inside a building. However, it was important to be prepared for the worst case scenario.
- the on-call crew at the Wisbech incident had carried out defensive firefighting tactics for four minutes but it had taken 13 minutes for a second pump to arrive. In response, the Chair commented that the on-call crew of three had taken six minutes to arrive and then five minutes to conduct defensive firefighting tactics with the second pump arriving in 12 minutes, which meant that they had spent only one minute doing nothing. It was acknowledged that issues relating to over the border appliances being used in urban areas was being addressed. Mr Harriss reminded Members that he had not personally attended the incident and the times reported had been provided by the incident commander at the scene. The Chair commented that management would need to consider two different interpretations of the same incident.

Members noted the following responses to their questions from officers:

- the intervention of a crew of three at Wisbech would have resulted in better outcomes.
- acknowledged the need to add to on-call training the importance of all firefighters booking on to avoid on-call crews mobilising with four or more fire fighters when the rota system showed three. **Action Required.**

It was resolved unanimously to:

note the contents of the performance report in Appendix 1 to the report which covered the first quarter of the year, 1 April to 30 June 2023.

67. Programme Management Monitoring Report

The Committee received an update on progress against projects for 2023/24. Attention was drawn to the Replacement Integrated Command and Control System & Mobilising Solution and the disappointing decision taken by Suffolk Fire and Rescue Service (SFRS) to introduce its own standalone fire control centre from December 2024. Members were advised of the progress, and timetable to go live from February 2024. Other projects highlighted included the Review of Operations where a report on operational resource would be presented to the next Fire Authority meeting, the Finance System Software Replacement Project, which was under budget and due go live in November 2023, and Microsoft 365 Implementation and Cultural Change.

Members noted the following responses to their questions from officers:

- the importance of providing continuity of service.
- confirmed that the decision taken by SFRS would not prevent the new system going live from February 2024. Officers were working hard to support SFRS, which had committed resourcing to ensure this date was met.
- the 4x4's were currently based at Burwell and Cottenham.

It was resolved unanimously to:

note the Programme Status Report, as of September 2023, attached at Appendix 1 to the report.

68. Cyber Security Update Report

The Committee considered an update on the current position with regards cyber security. Cyber incidents had increased as a result of events in Ukraine. The Cambridgeshire Fire and Rescue Service (CFRS) had always taken cyber security seriously, being only one of two fire and rescue services to have achieved and maintained its ISO 27001 accreditation. This standard required regular external audits to ensure compliance. The Service was therefore in a good position working constantly to address issues. This included a number of enhancements and the implementation of additional cyber security tools since an independent audit in 2021. The Service had also participated in an assessment by IBM against the Cyber Assessment Framework, which had identified some areas for improvement that were currently being progressed.

The Chief Fire Officer acknowledged that cyber security had been a high priority for the service and had always been resourced appropriately. He thanked the Head of ICT and OHU and his Team for their hard work to place CFRS in such a good position. On behalf of the committee, the Chair added his thanks.

Members noted the following responses to their questions from officers:

- government support was available to public organisations depending on the scale of the attack; lower level attacks were expected to be dealt with internally. The continuous level of investment in multi levels of security had helped to prevent attacks penetrating beyond the outer levels.
- the importance of staff training and a number of good tools to prevent breaches.
- all Wi-Fi enabled infrastructure was tested annually.

It was resolved unanimously to:

note the contents of this report.

69. Annual Review – Compliance with the Local Government Transparency Code

The Committee received the annual update on an assurance of compliance with the Local Government Transparency Code 2015. The annual review had found that the Service was currently fully compliant with the requirements of the Code except for the publication of the Trade Union Facility Time data from financial year 2022/23. Assurances had been given that the necessary work would be completed by the end of October 2023.

It was resolved unanimously to:

note the current position in terms of compliance and in particular the assurances given at Paragraph 7.2. of the report.

70. Cambridgeshire Fire and Rescue Annual Governance Statement

The Committee considered the draft Annual Governance Statement (AGS) for 2022/23. Attention was drawn to the areas where the Authority would continue to take action to deal with governance issues. These included the Combined Fire Control, assets including the disposal of the former Huntingdon Fire Station site, culture, financial climate and sector developments. It was noted that a full review of the Asset and Fleet Management System was in progress.

Members noted the following responses to their questions from officers:

- the decision of SFRS to introduce its own standalone fire control centre would result in a loss of income of around £1m. The financial impact of this decision was currently being considered and in particular how the budget gap would be addressed. Early discussions had taken place with other possible partners.
- the CFRS would not be informed of its funding by government until mid-December at the earliest. Letters had been sent to local MPs and the relevant government department asking for an increase in grant in line with inflation. The Financial Business Continuity Plan would reflect arrangements to downsize if necessary.

- 80% of the budget covered pay which was outside the control of the CFRS. An announcement on pay would be made next June which added to the level of uncertainty.
- the Fair Funding Review had been delayed and was unlikely to take place during the current parliament. There was also unlikely to be any review of the business rates system until post general election.

It was resolved unanimously to:

- scrutinise the AGS, attached at Appendix 1 to the report.
- recommend to the Authority that the AGS is approved for external publication.

71. Report on use of Lithium-ion Batteries and Response by Cambridgeshire Fire and Rescue Service

The Committee received an update on the rise of lithium-ion batteries and specifically their use in micro mobility items being involved in fire and the response by the CFRS. There was growing concern over the rise in incidents involving fire of lithium-ion batteries in electrical items such as mobile phones, laptops, e-scooters, e-bikes and e-cigarettes, which had resulted in fatalities. External factors such as the cost of living had led to an increase in e-bike usage. The primary risk associated with these batteries in micro mobility products was thermal runaway. Battery safety and stability depended on the maintaining internal temperatures within specific limits. Poor quality and substandard components, flawed design, physical abuse and improper charging or discharging could all cause a battery to become unstable and lead to catastrophic failure. Even if a fire was extinguished, it could easily start again. Attention was drawn to the incident data and analysis, and the activities being undertaken by the CFRS and National Fire Chiefs Council to mitigate against these risks.

During discussion, Members:

- acknowledged the importance of educational safety with regard to not charging micro mobility items at night. There was also a need to highlight the replacement of batteries with the manufacturer's battery rather than one purchased cheaply on the Internet.
- queried the impact of the planning process on the safety of micro mobility items. The Area Commander highlighted the importance of advising early in the planning process. It was noted that more work was being carried out nationally and locally in this area. The concern was that safety would take up more space thereby impacting on financial gain for developers.
- requested information on the training available to firefighters to handle lithium-ion based fires. Organisational training was being provided on the risk and tactics for firefighting such fires, which include first aid and pre-hospital medical training.
- requested information or data to supply to parish councils who could then disseminate it to residents to try and prevent such fires. The Area Commander

reported that a social media campaign on safe charging had recently been launched. A newsletter has also been sent to all parish councils.

- queried whether education not just via online had sufficient resources. The Area Commander acknowledged that the situation was fast moving. On 11 September 2023, The Office for Product Safety and Standards had published information for consumers to raise awareness around the safe purchasing, use and charging of e-bikes and e-scooters. The Service had also written to the Coroner following the fatal fire in Cambridge asking him to write to the government to request legislation in relation to the sale of battery chargers.
- queried whether the Service was liaising with the NHS to ensure warning leaflets regarding battery safety were provided with mobility scooters. Members were informed that the Service was reaching out to partners including Trading Standards.
- expressed concern that flats could contain a number of e-scooters and queried whether the engagement with the Landlord Forum was just Cambridge. It was noted that the joint team from prevention and protection had started in Cambridge but would be looking to approach other districts.
- noted that there was no separate breakdown of fires caused by faulty e-scooters or e-bike batteries.

It was resolved unanimously to:

note the contents of the report.

72. Internal Audit Annual Report 2022-23

The Chair reported that the Governance Audit Opinion had changed post the April committee from reasonable to substantial assurance.

The Internal Audit Annual Report 2022-23 provided an annual internal audit opinion, based upon and limited to the work performed, on the overall adequacy and effectiveness of the organisation's risk management, control and governance processes. The opinion was that the organisation had an adequate and effective framework for risk management, governance and internal control. However, further enhancements had been identified to the framework of risk management, governance and internal control to ensure that it remained adequate and effective. It was noted that the opinion would contribute to the organisation's annual governance reporting. Members were informed that this had been the same opinion for the last few years.

It was resolved unanimously to:

note the annual internal audit report 2022/23.

73. Emergency Services Benchmarking Report 2022-23

The Emergency Services Benchmarking Report 2022-23 provided a benchmark, which allowed for self-assessment against other emergency services. There was a thematic overview of high priority management actions covering the following: people, health and safety; finance; IT; estates, storage and disposal; fleet management, and commissioning and service collaboration. Comparisons showed that the CFRS was performing well against other services.

It was resolved unanimously to:

note the Emergency Services Benchmarking Report 2022-23.

74. Internal Audit Progress Report

The report provided a summary update on progress against each plan and summarised the results of work to date. Attention was drawn to the reports finalised since the last meeting highlighted in bold. The Deputy Chief Executive Officer acknowledged the importance of this report, which reflected concerns the Service had regarding the utilisation and best use of its estate. A review of Estates Strategy including its headquarters would therefore be carried out.

It was queried whether a review would consider the location of fire stations. The Deputy Chief Executive confirmed that it would consider how the service could use its stations more effectively rather than relocation. The Chief Fire Officer added that the review would be looking at people and resources rather than fire stations to make sure they were in the right places. Another Member queried the cost per call out of £2,329.59 for St Neots Station. It was noted that this reflected the overall cost of the station in relation to the people sited there and number of calls but did not allow for risk. The review was about using the station more effectively in the future.

It was resolved unanimously to:

note the Internal Audit Progress Report.

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

The Committee resolved unanimously to note its work programme.

Chair

Fire Authority Overview and Scrutiny Committee

Minutes - Action Log

This is the updated action log as of 22 April 2024 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 October 2022 Committee

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 4 October 2023 Established that staffing task and finish group work is related to a trial at South Cambridgeshire District Council; a report on the trial outcomes and the way forward will be brought to the January 2024 Committee. See also Minute 53 below.	Ongoing
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Minutes of the January 2023 Committee

53	CPFA Overview and Scrutiny Work Programme	Scrutiny and Assurance Manager	The Committee discussed what areas or issues might add value to the scrutiny function. It was agreed not to progress the existing member-led review of estates, property management and capital programme but focus on people themes. Terms of reference for a	Update 4 October 2023 See also Minute 45 above.	Extant
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			member-led review on employee retention would be drafted and circulated for comment.		
Minutes of the October 2023 Committee					
66	Integrated Risk Management Plan Performance Measures	ACFO	Members acknowledged the need to add to On-Call training the importance of all firefighters booking on to avoid On-Call crews mobilising with four or more firefighters when the rota system showed three.	<p>Update 22 April 2024 CFRS know what crewing we have on fire appliances through our electronic retained availability system (ERAS) which is linked directly to our mobilising system.</p> <p>Availability will show crews of three as available when the right skills allow but the system also allows for firefighters to book available to take the appliance to crews of four or more, again showing the appliance as fully available on the mobilising system. There is no pressure for firefighters to book on to take the appliance from three to four or more riders but should they wish to, they can.</p> <p>What is being monitored here is where ERAS shows a crew of three but four or more riders go out to the incident. This initially causes more resources to be mobilised than needed and can have localised impacts on stations which will be managed accordingly.</p>	Completed

TO: Overview and Scrutiny Committee

FROM: Assistant Director Service Transformation – Tamsin Mirfin

PRESENTING OFFICER(S): Assistant Director Service Transformation – Tamsin Mirfin

Telephone: 07900 267944

email: tamsin.mirfin@cambsfire.gov.uk

DATE: 22 April 2024

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 Quarter 3 of the year 2023/24, 1 October to 31 December 2023. The Committee is also asked to 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.

BIBLIOGRAPHY

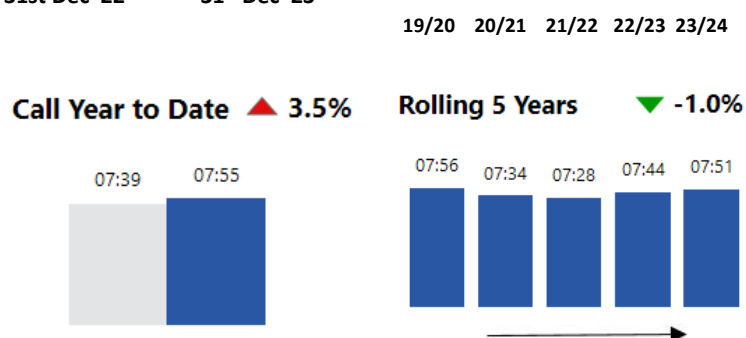
Source Document	Location	Contact Officer
IRMP 2020/24	Hinchingbrooke Cottage Brampton Road Huntingdon	Tamsin Mirfin Assistant Director Service Transformation tamsin.mirfin@cambsfire.gov.uk

Overview and Scrutiny Committee – IRMP Performance Review 2023/24 - Quarter 3

We will respond to the most serious incidents within an average of nine 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 incidents are defined as fires, rescues from water and road traffic collisions.

Attendance times – first pump – most serious incidents – urban areas within nine minutes

1st April 22 - 1st April 23 -
31st Dec 22 31st Dec 23



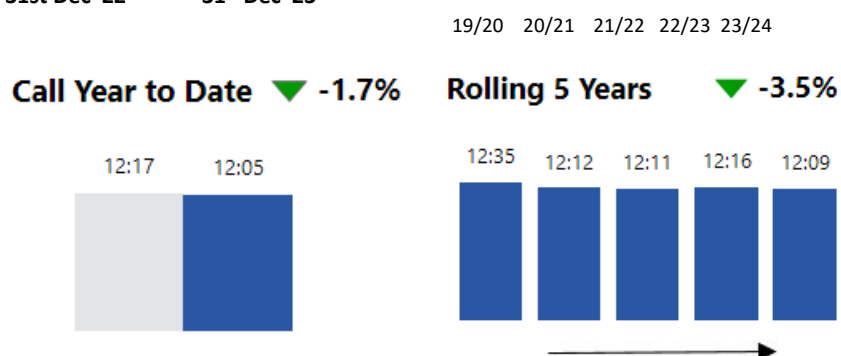
There has been an increase of 3.5% over the first three quarters of this year compared to the same period last year.

The rolling five years data shows we are at a slight increase on the previous four years.

However the performance is still within our measure.

Attendance times – first pump – most serious incidents – rural areas within 12 minutes

1st April 22 - 1st April 23 -
31st Dec 22 31st Dec 23



The rural measure is showing an improvement against last year and a decrease against the rolling five-year data.

This quarter has seen an increase in attendance times against the previous quarters.

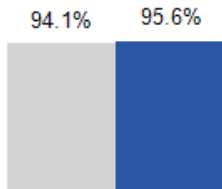
The holiday period will have impacted performance however we will continue to monitor this.

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

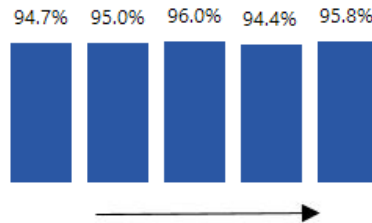
1st April 22 - 1st April 23 -
31st Dec 22 31st Dec 23

19/20 20/21 21/22 22/23 23/24

Call Year to Date ▲ 1.6%



Rolling 5 Years ▲ 1.2%



This performance measure is running above our aim of 95%; the performance is also an improvement on the previous year.

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

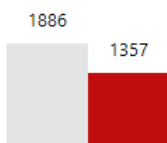
- The number of primary and secondary fires.
- The number of associated deaths and injuries from fire.
- The number of people killed and seriously injured on our roads.
- The number and type of special services that we attend.
- The diversity of job applicants and employees.

Total Fires

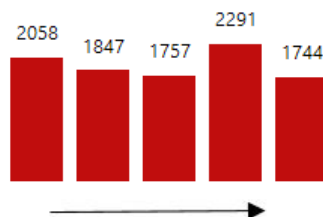
1st April 22 - 1st April 23 -
31st Dec 22 31st Dec 23

19/20 20/21 21/22 22/23 23/24

Call Year to Date ▼ -28%



Rolling 5 Years ▼ -15%



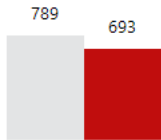
Total fires are down in the year to date compared to the same period as last year. There is one less when comparing this quarter to the same quarter in the previous year - 336 fires compared to 337 last year.

The five-year rolling figures will be impacted still from the summer spate conditions that we experienced in the summer of 2022/23.

Primary Fires

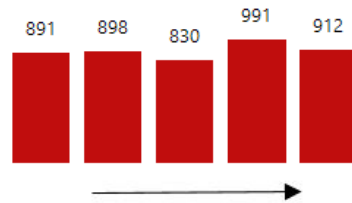
1st April 22 - 1st April 23 -
31st Dec 22 31st Dec 23

Call Year to Date ▼ -12%



19/20 20/21 21/22 22/23 23/24

Rolling 5 Years ▲ 2%



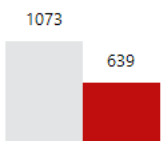
There have been 216 primary fires in the third quarter of the year.

The five-year rolling figures will be impacted still from the summer spate conditions that we experienced in the summer of 2022/23.

Secondary Fires

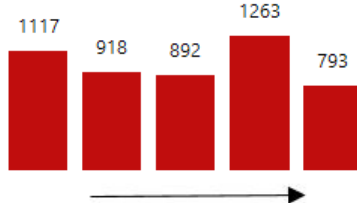
1st April 22 - 1st April 23 -
31st Dec 22 31st Dec 23

Call Year to Date ▼ -40%



19/20 20/21 21/22 22/23 23/24

Rolling 5 Years ▼ -29%



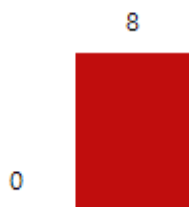
There have been 104 secondary fires this quarter compared to 105 in the same quarter last year.

The previous year data and the rolling five years data will include the summer of 2022/23 which saw a huge number of fires.

Fire Deaths

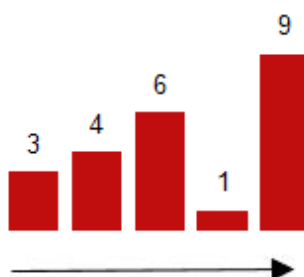
1st April 22 - 1st April 23 -
31st Dec 22 31st Dec 23

Call Year to Date



19/20 20/21 21/22 22/23 23/24

Rolling 5 Years



Sadly, there have been two further fire deaths in this quarter taking the total to eight in this year to date.

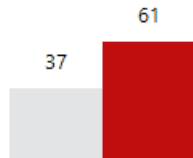
Looking back over the five-year data shows us that of those that died, males are at greater risk than females but marginally so and people aged 65 and over are at greater risk than other age ranges.

Fire Casualty

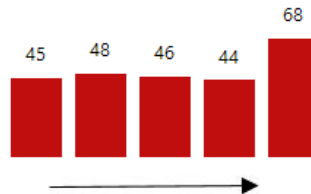
1st April 22 - 1st April 23 -
31st Dec 22 31st Dec 23

19/20 20/21 21/22 22/23 23/24

Call Year to Date ▲ 65%



Rolling 5 Years ▲ 51%



There were 17 fire injuries this quarter in 13 separate incidents.

Work has been conducted to further review who is being injured and the situations that these injuries are occurring in.

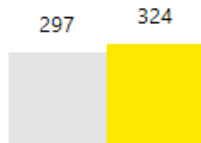
We have seen that the increase is linked to dwelling fires and the injury severity with the largest increase is with those taken to hospital with 'slight injury'.

Road traffic collisions attended

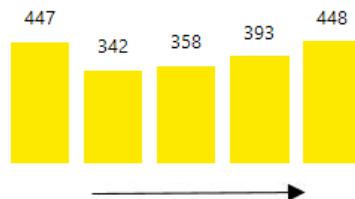
1st April 22 - 1st April 23 -
31st Dec 22 31st Dec 23

19/20 20/21 21/22 22/23 23/24

Call Year to Date ▲ 9%



Rolling 5 Years ▲ 0%



Road traffic collision incidents attended in this quarter are similar to the previous years with only an increase of 10.

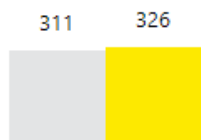
The rolling five-year data is showing a return to levels similar to pre-pandemic levels.

People killed or seriously injured in road traffic collisions

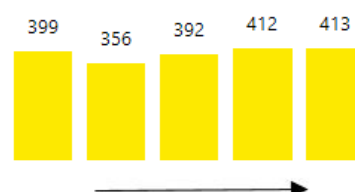
1st April 22 - 1st April 23 -
31st Dec 22 31st Dec 23

19/20 20/21 21/22 22/23 23/24

Call Year to Date ▲ 5%



Rolling 5 Years ▲ 4%

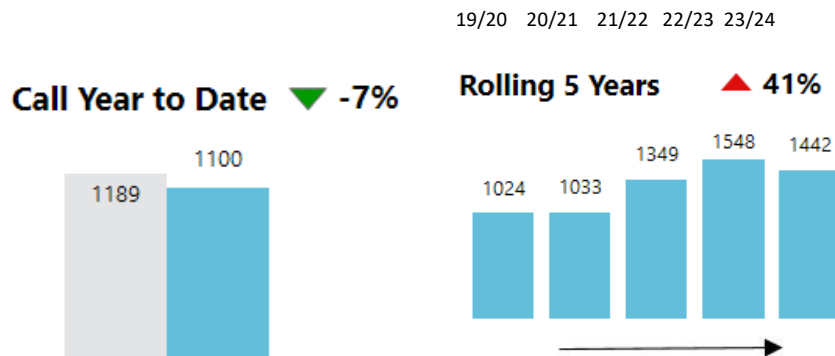


The numbers of people killed or seriously injured in road traffic collisions is up by 4% over the rolling five years. The call year to date is up by 5% on the same period last year.

Special service incidents attended

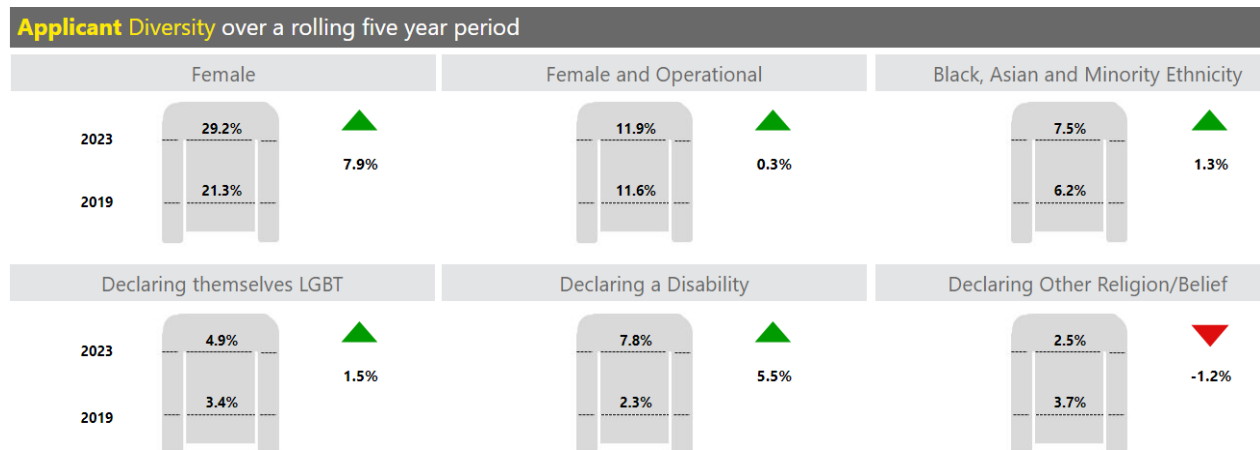
1st April 22 -
31st Dec 22

1st April 23 -
31st Dec 23



Special service over the five years sees an increase of 41% with a 72 decrease in the call year to date.

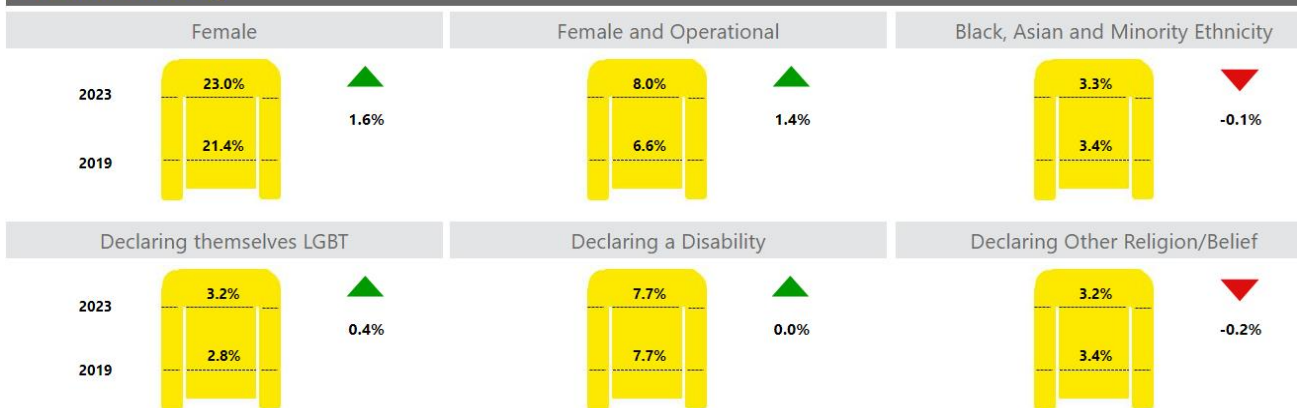
We saw a decrease in animal rescues and assisting other agencies and increases in 'No Action' (false alarm and other rescue/release of persons).



We have seen increases in applicants in all areas apart from people declaring 'other religion or belief'. Whilst we have seen diversity in application from our wholtime recruitment campaign, overall, we had less applicants for operational roles in 2023 than pre-pandemic years.

We are taking each recruitment campaign and working with the performance team to build the proportions by demographic at each step, to identify where to review our process or take positive action.

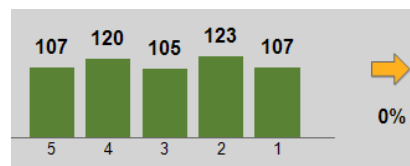
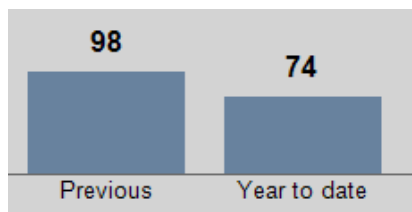
Workforce Diversity



We have seen slight diversity increases in all areas apart from those declaring 'other religion or belief' and in Black, Asian and minority ethnic employees. Those declaring a disability is up again to the same level as 2019. Our number of female employees remains at 23%. The national average for operational women is 8.2% with CFRS at 8.7%.

The number of accidental non-domestic fires

1st April 22- 31st Dec 22 1st April 23 - 31st Dec 23 19/20 20/21 21/22 22/23 23/24

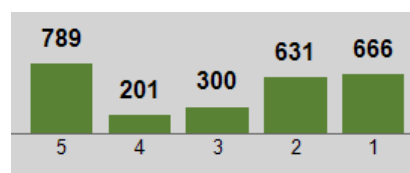
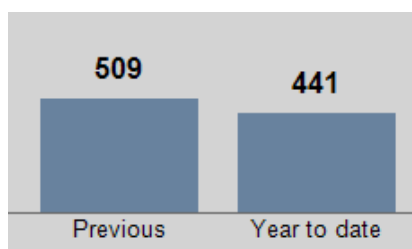


There has been a decrease in the number of accidental non-domestic fires in the year to date compared to the same time last year.

Factory and warehouse and shops are the predominant premises type in both 2022 and in 2023.

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

1st April 22- 31st Dec 22 1st April 23 - 31st Dec 23 19/20 20/21 21/22 22/23 23/24



There have been 117 business engagements carried out by the watches in this quarter compared to 114 in the same period last year.

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.

There are two new collaborations to update on.

Firstly, work with Huntingdon District Council on the use of HVO fuel. There is mutual gain in this collaboration, CFRS will gain the use of refuelling and fuel stored in Huntingdon and a measurable decrease in our carbon footprint, if this is expanded after the trial this would have cost benefits in shared purchasing power and resilience in business continuity events. There is potential for further collaboration opportunities with this partner.

The second collaboration is a hosting of Community Welfare Officers to support EEAST with falls work, this will support CFRS objectives in identifying those requiring safe and well visits within our county and providing referrals. We have two posts funded by EEAST but operated by CFRS, this will be closely monitored to ensure that the benefits are mutual.

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

We continue to work on process automation to improve efficiencies. We will shortly be launching our new On-Call recruitment process. Work has also been conducted to put in place new vehicle contracts which will deliver cost savings to the Service.

Financial business continuity plans have been reviewed and are in place if required.

Crews of Three

Although not an IRMP measure, at the previous Overview and Scrutiny meeting Members requested an update to be included in this performance report on the use of crews of three.

Crews of three offered relatively stable hours across the three months of this period, offering an average of 1160 hours per month. This is a reduction of hours compared to the previous quarter however this is anticipated due to annual leave and the Christmas holiday occurring during this period. The increased hours still represents an increase of around 5.5% each month.

They attended around 20 incidents per month this quarter, which is a decrease of seven against the previous quarter. Fifty per cent of these incidents saw the crew of three appliance being first in attendance, which allowed us to attend these incidents an average of three and a half minutes quicker than if these appliances hadn't been on the run. We have seen some extended attendance times for second pumps but on average have waited three and a half minutes in October, two minutes 48 seconds in November and three minutes 51 seconds in December.

TO: Overview and Scrutiny Committee

FROM: Assistant Director Service Transformation – Tamsin Mirfin

PRESENTING OFFICER(S): Assistant Director Service Transformation – Tamsin Mirfin
Telephone 07900 267944
tamsin.mirfin@cambsfire.gov.uk

DATE: 22 April 2024

FIRE AUTHORITY PROGRAMME MANAGEMENT – MONITORING REPORT

1. Purpose

- 1.1 Due to the cancellation of the Policy and Resources Committee scheduled for 29 April 2024, this report has been brought to the Overview and Scrutiny Committee to provide a timely update on performance against current Service projects.

2. Recommendation

- 2.1 The Overview and Scrutiny Committee is asked to note the Programme Status Report, as of February 2024, attached at Appendix 1.

3. Risk Assessment

- 3.1 **Political/Economic/Legal** – successful achievement of agreed corporate priorities is at risk if the Authority does not have a robust and structured programme and project management governance framework to support the effective prioritising of investment decisions and the allocation, management and control of resources required to achieve them.

4. Background

- 4.1 To support the Service in its strategic planning process, the Community Risk Management Plan (CRMP) action plan for the financial year 2024/25 has been drafted to mitigate the risks posed to the Service achieving its vision and the opportunities that could be pursued to ensure the vision is realised.
- 4.2 The planning process for this considers the Service's key stakeholders who have been identified as:
- Citizens of Cambridgeshire and Peterborough
 - All employees
 - Strategic Leadership Team
 - Fire Authority
 - Regional fire and rescue services
 - Partners

- Home Office and other government stakeholders.
- 4.3 Each year the action plan for the forthcoming financial year is reviewed to take account of changing risks and opportunities posed to the Service and considers external factors.
- 4.4 Having identified the desired outcomes, potential projects and activities required to achieve these are evaluated and prioritised, taking into account any projects from the current financial year that will need to continue into the next to be completed.
- 4.5 This identifies the Type 3 and Type 2 projects that will be given priority in the Business Development Programme for the coming financial year. This is kept under review and consideration will be given by the Programme Board to suspending existing projects and bringing forward the start of other projects, dependent on the prevailing business and strategic priorities. The primary focus of the Programme Board is to ensure resources across the Service are balanced appropriately.
- 5. Progress Report on Projects 2023/24**
- 5.1 The status of projects linked to delivery of corporate priorities is shown at Appendix 1.

BIBLIOGRAPHY

Source Document	Location	Contact Officer
Programme Status Report	Hinchingbrooke Cottage Brampton Road Huntingdon	Tamsin Mirfin Assistant Director Service Transformation tamsin.mirfin@cambsfire.gov.uk

Business Development Programme Board – Status Report

February 2024

Type 3 Projects – High Risk, High Value Projects

Project	Issues	Successes	Project Performance
P108 Replacement ICCS & Mobilising Solution Project Sponsor: Matthew Warren Project Manager: Nicky Hoad Completion Date: TBC Contract Award: October 2019 Go Live: Q1 2024 Overall Status: Amber (against revised schedule)	<p>Remaining issues with Suffolk FRS mobile data terminal (MDT) to resolve. Cambridgeshire MDT now in place after borrowing a spare from Suffolk FRS. Still with ICT as some issues reconnecting to test gateway.</p> <p>Waiting on Suffolk/Cambridgeshire Gartner Officer integration to be functioning so it can be tested. This will now impact training and user acceptance testing.</p> <p>Still experiencing some issues with crewing 'bubbles'. CFRS are working through these as quickly as possible to resolve. Suffolk FRS are still to feed in 'bubbles' so testing is still to be undertaken on this.</p> <p>Large number of Sysnet tickets being worked through.</p>	<p>Train the Trainer 4 completed in France. Module 3 training for Control has commenced roll out.</p> <p>Final version of software to include the last two updates on the platform loaded onto the Systel platform and tested. Systel will continue to provide hot fixes for any issues identified from testing.</p> <p>Preparation in progress for user acceptance testing and transition activities.</p>	Board: Team: Budget: Risk: Control: Timescales:
P137 Review of Operations Project Sponsor: Chris Strickland	<p>Current capacity with some key teams is limiting the ability to create further operational analysis. This is still a</p>	<p><u>Capabilities</u> – In water for On-Call Phase One completed with Ely, St Neots, March and Wisbech. Further analysis being</p>	Board: Reporting direct to COAG Team: Budget:

Business Development Programme Board – Status Report

Project	Issues	Successes	Project Performance
Project Manager: Stuart Smith Project Manager/Lead: Simon Thompson Completion Date: Phase 1 High Level Business Cases - May 2022 Phase 2 Detailed Business Cases Final summary of findings – 30 June 2024 Overall Status: Green	limiting factor however has eased due to some capacity being offered.	completed to assess further requirements. <u>Operational Resource</u> – Progress with ongoing work being made identifying changes that can positively impact our guaranteed resource availability. Project supporting options to support service improvement negotiations. <u>On-Call System</u> – Key stakeholders have been engaged with to continue to develop the On-Call contract trial. Desire to proceed with trial from 1 April 2024. <u>ICU</u> Now out of the contract. Progressing to remove the additional technology that is not required. This will be an interim solution until the fireground data provision project initiates.	Risk: Control: Timescales: Agreement for extension until 30 June 2024
P135 Finance System Software Replacement Project Project Sponsor: Matthew Warren		The new finance system (CIA) is working well, still some work to be done on creating more reports and tweaking some user profiles. The legacy system is set as read-only for a few key members of staff and holds the historical	Board: Team: Budget: £165k Risk: Control: Timescales:

Business Development Programme Board – Status Report

Project	Issues	Successes	Project Performance
Project Manager: Ursula Bird Completion Dates: Phase 1 - Complete Phase 2 - March 2024 Overall Status: Green		data transactions as only balances were migrated over. Help manuals are available within the new system but a more simplified and relevant document can be found within the public section of the Finance SharePoint site. Phase 2 (procurement cards, projects, asset database and inventory) user acceptance testing started on 5 February for completion early March 2024. Further training in budget setting, year-end processing and data extraction booked in February/March. Expected go-live mid-March 2024. Working just under budget.	
P140 Microsoft 365 Implementation and Cultural Change Project Sponsor: John Fagg Project Manager: Ronny Wambugu Completion Date: Two years; first three months scoping the tools to be delivered.		Stage 1: Heads of Group meetings complete. Project Board Workshop held on 11 January 2024 identified four toolsets to be fully implemented and adopted: <ul style="list-style-type: none"> • SharePoint • MS Teams • OneNote • Internal corporate communications. End Stage Report has been submitted to Project Board.	Board: Team: Budget: Risk: Control: Timescales:

Business Development Programme Board – Status Report

Project	Issues	Successes	Project Performance
Two months in planning then roll out. Nineteen months dedicated to the roll out and cultural change activities to achieve the project objectives. Overall Status: Amber			
P141 Trauma Welfare Support (TRiM Replacement) Project Sponsor: Simon Newton Project Manager: Graham George Completion Date: December 2024 Status: Green		Successful kick off meeting has identified seven work packages. Leads and teams for work packages identified. Meetings with leads to agree work packages taking place. Team meetings to allocate work streams within the packages to follow. Roadshow to update operational staff on the project aims has begun.	Board: Team: Budget: Risk: Control: Timescales:
P145 Occupational Health System Replacement Project Sponsor: John Fagg Project Manager: Steve Njunji Completion Date: June 2024		The supplier demonstrated the system to the Project Manager and the Occupational Health Team. Processes and procedure documents have been sent to the supplier to start custom building the system. Configuration days scheduled for 14/15 March 2024 to discuss the requirements	Board: Team: Budget: Risk: Control: Timescales:

Business Development Programme Board – Status Report

Project	Issues	Successes	Project Performance
Status: Green		<p>and functionalities needed in the new system. Sign-off anticipated 18 March 2024 to enable the supplier to build the system.</p> <p>Project Team and Board meetings have been scheduled, governance documents in hand.</p>	
P146 Service Improvement Project Sponsor: Stuart Smith Project Manager: Simon Thompson Completion Date: Phase 1: June 2024 Status: Green		Project Brief approved by Business Development Programme Board on 16 January 2024.	Board: Team: Budget: Risk: Control: Timescales:
P147 ResourceLink move to Cloud Project Sponsor: Christine Doody Project Manager: Laura Hutchcraft Completion date: 2024/25 Q4 Status: Green		Project Brief approved by Business Development Programme Board.	Board: Team: Budget: Risk: Control: Timescales:

Business Development Programme Board – Status Report

Project	Issues	Successes	Project Performance
P148 Integrated Workwear and PPE Project Sponsor: Wayne Swales Project Manager: Stocker Standen Completion Date: TBC Status: Green		Draft Project Brief in preparation for approval of Business Development Programme Board (7 February 2024).	Board: Team: Budget: Risk: Control: Timescales:
TRACs Review Project Project Sponsor: Wayne Swales Project Manager: James Ball Completion Date: TBC Status:		Project Brief is in draft.	Board: Team: Budget: Risk: Control: Timescales:

Business Development Programme Board – Status Report

GLOSSARY

Cambridgeshire Fire and Rescue Service (CFRS)
Chief Officers Advisory Group (COAG)
Combined Fire Control (CFC)
Community Risk Management Plan (CRMP)
Fire and Rescue Service (FRS)
Fire Service Headquarters (SHQ)
His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)
Heads of Groups (HoG)
Memorandum of Understanding (MoU)
Mobile Data Terminals (MDT)
National Fire Chiefs Council (NFCC)
On-Call (OC)
Operational Support Group (OSG)
Site Acceptance Testing (SAT)
User Acceptance Testing (UAT)
Whole-time (W/T)

TO: Overview and Scrutiny Committee

FROM: Area Commander Stuart Smith, Assistant Director Operational Response and Fire Protection

PRESENTING OFFICER(S): Area Commander Stuart Smith
07900267853
Stuart.smith@cambsfire.gov.uk

DATE: 22 April 2024

STRIKES (MINIMUM SERVICE LEVELS) ACT 2023

1. Purpose

- 1.1 The purpose of this report is to update Members on the proposed approach of the Service to implementing the Strikes (Minimum Service Levels) Act 2023 during times of industrial action, whilst safeguarding our positive culture.

2. Recommendation

- 2.1 The Overview and Scrutiny Committee is asked to note the content of the report.

3. Risk Assessment

- 3.1 **Political** – whilst the Service plan to use this legislation in addition to its current industrial action arrangements, there is likely to be an expectation for this act to be implemented and maximised to protect the public during periods of strike. Representative bodies will need to be engaged and consulted so there is a joint understanding of the processes associated with the Act including the issuing of work notices.
- 3.2 **Economic** – normally the cost of strike offsets the cost of using resilience crews during periods of strike. There will be a cost in terms of productivity as attention turns to providing a frontline service meaning other work/projects could be delayed.
- 3.3 **Social** – implementing the Act could be perceived as an attempt to infringe on workers' rights; this could lead to protests or demonstrations against the Government or employers. To mitigate the lack of understanding both internally and externally and to help support the wellbeing of colleagues during these challenging times it will be beneficial to implement a communication strategy.

As a result of the Government and employers being able to function more effectively the possibility of extended strike times that could impact business

as usual, leading to lower delivery of prevention and protection activities, may be reduced.

- 3.4 **Legal** – the Strikes Act 2023 is statutory legislation but it is not a statutory requirement for fire and rescue services to implement it. The Fire and Rescue Services Act 2004 does however require Cambridgeshire Fire and Rescue Service (CFRS) to provide a service during times of industrial action.

Work notices and other legal requirements that the organisation must adhere to when implementing this Act will need to be effectively managed in a timely manner to mitigate any legal action.

4. Equality Impact Assessment

- 4.1 This will be completed as the process moves forward as we better understand the impact to all involved in the change.

5. Background

- 5.1 The Strikes (Minimum Service Levels) Act 2023 amends the legal framework governing industrial action to enable minimum service levels to be set in key sectors during periods of strike action. The aim is to increase public confidence in fire and rescue services and enhance public safety during strikes.
- 5.2 Minimum service levels or MSLs aim to limit the impacts of strike action on the lives and livelihoods of the public and to strike a balance between the right of unions and their members to strike with the need for the wider public to be able to access key services during industrial action. The legislation allows regulations to be made to establish a required minimum level of service in the specific public service it applies to.
- 5.3 The regulations set out a minimum service level so that if a trade union gives notice of industrial action to a fire and rescue authority (FRA), including FRA contractors, then the FRA can issue a notice (known as a work notice) to the trade union ahead of the strike. The work notice must identify the workers required to work and specify the work they are required to conduct during the strike to secure a minimum service level. The regulations set out the MSL required to provide essential fire and rescue services. This includes extinguishing fires, protecting life or property in the event of a fire and rescuing people in the event of a road traffic accident. The regulations extend to firefighters, control room staff and those that work in fire safety roles.

6. Minimum Service Levels

- 6.1 The Act sets out a number of MSLs that focus on the following areas;
- Control rooms – the Act has the expectation that all emergency calls will be answered and assessed.

- Firefighting – the Act expects a minimum of 73 percent of vehicles and appliances that would normally be available, to be available.
- National resilience – the Act expects 73 percent of national resilience assets that would normally be available, to remain available including National Incident Liaison Officers, Chemical Biological Radiological Nuclear Explosive Officers, high volume pump and crew.
- Fire safety – minimum levels must be obtained to be able to deal with urgent issues relating to fire safety including prevention and protection.

7. Current Industrial Action Procedures

- 7.1 Activating our business continuity plan for industrial action allows CFRS to effectively plan and prepare for periods of industrial action. Responding on our own fire appliances from our own stations maintains openness and transparency throughout as well as continuing positive engagement and relationships.
- 7.2 The Service aims to have a minimum of ten fire appliances available during periods of industrial action. This figure ties into our planning assumptions and crewing degradation process that is used during periods of high demand.
- 7.3 These fire appliances are crewed by colleagues who do not wish to undertake industrial action, some of whom sign a resilience agreement, to provide cover during periods of industrial action. We also have a number of On-Call colleagues that provide supporting cover during these times along with trained professional support colleagues, senior Officers and Area Commanders.
- 7.4 Training of resilience crews is conducted at our training centre to ensure they can effectively respond to incidents safely. This training focuses on responding to our main incident types (fires, road traffic collisions and some other special services including chemical incidents). This does not cover our specialist skill sets such as animal rescue, water rescue, rope rescue, working a height and the operation of our turntable ladders. We collaborate with other partners who could support some of these specialist responses during periods of industrial action through agreeing local memorandums of understanding.

8. Proposal

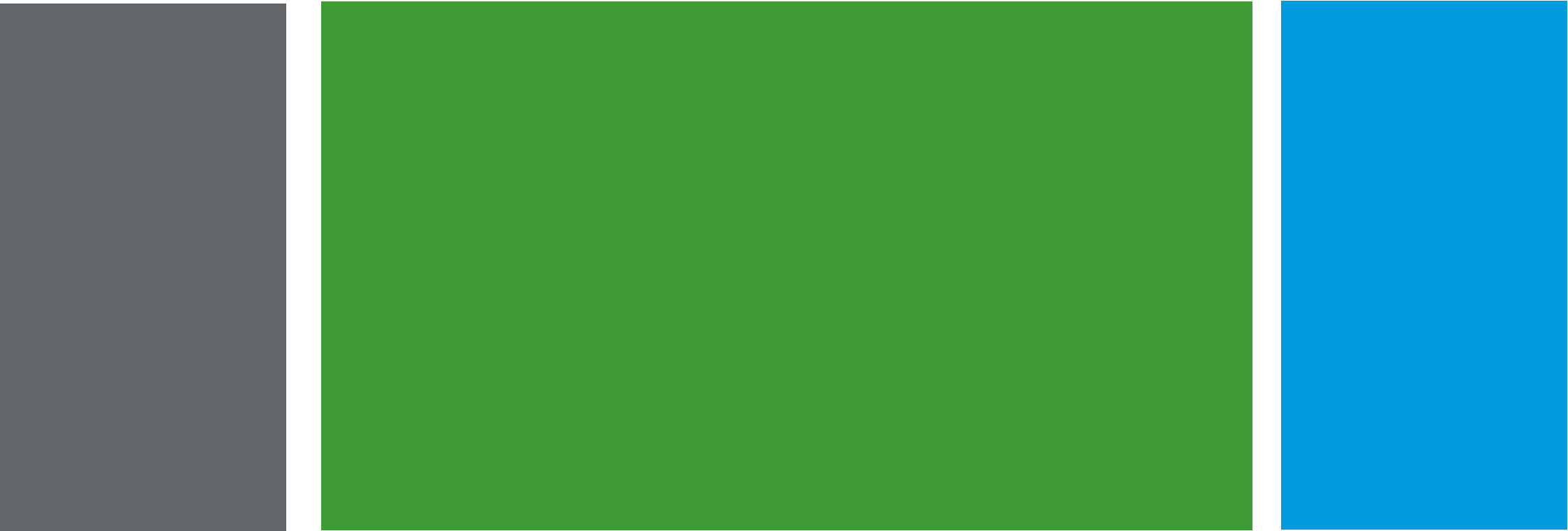
- 8.1 CFRS has been recognised through HMICFRS reports and the internal employee engagement survey as having a good culture. With the focus and scrutiny greater than ever on fire and rescue service culture it is critical that we protect our current position and as importantly continue to evolve it through listening and understanding feedback and making beneficial changes across the organisation.
- 8.2 Much of our culture is built on elements and practises that CFRS has undertaken for many years and this is no different during times of industrial action. CFRS has a good and engaged relationship with the representative bodies and shares openly with colleagues and key stakeholders the plans that will be put in place to mitigate the risk during periods of industrial action. This

also includes what colleagues who wish to undertake industrial action can do when on picket lines. We allow the use of appliance bays during inclement weather and the use of services and welfare facilities across our stations throughout these periods. These decisions are to ensure we remain inclusive and supportive to everyone in times of industrial action.

- 8.3 Furthermore, we remain focused on making sure our decisions are inclusive to the public and suppliers, engaging early to explain our plans and putting temporary processes in place to support suppliers who may need to access our sites or undertake critical works during these periods.
- 8.4 CFRS will continue to plan for industrial action using the (current) arrangements set out above. Where required, we will enact the use of work notices, to support crewing and specialist skill sets throughout periods of industrial action.
- 8.5 Using this blended approach will help protect the positive and engaged culture within CFRS whilst still enabling the Service to provide an operational response to the public during periods of industrial action.
- 8.6 Periods of industrial action can cause division and challenge for colleagues both professionally and personally. Using CFRS appliances, fire stations and crewing will focus the commitment on maintaining an open and transparent approach, continue to build relationships and allow for dialogue and communication whilst limiting the potential impacts of industrial action on our culture.

BIBLIOGRAPHY

Source Documents	Location	Contact Officer
Minimum service levels for fire and rescue services: factsheet - GOV.UK (www.gov.uk) Letter from Fire Minister to CFO's Summary of Minimum Service Levels Act 2023	Hinchingbrooke Cottage Brampton Road Huntingdon	Area Commander Stuart Smith stuart.smith@cambsfire.gov.uk 07900267853



CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY

Internal Audit Strategy 2024/25

Presented at the Overview and Scrutiny Committee meeting of: 22 April 2024

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.

EXECUTIVE SUMMARY

Our Internal Audit Plan for 2024/25 is presented for consideration by the Overview and Scrutiny Committee. During the year, we will continue to work with management and hold regular meetings to deliver an internal audit programme which remains flexible and 'agile' to ensure it meets your needs.

The key points to note from our plan are:



2024/25 Internal Audit priorities: Internal audit activity for 2024/25 is based on analysing your corporate objectives and risk profile as well as other factors affecting you in the year ahead, including changes within the sector. Our detailed plan for 2024/25 is included at Section 1.



Level of Resource: The level of resource required to deliver the plan is £40,131 in line with the tender submission. We have also carried forward our review of Culture from the 2023/24 plan, at a cost of £5,985. We will continue with our approach of introducing the use of technology when undertaking our operational audits. We continue to embrace more ways of using technology to undertake our audit work including; the use of 4questionnaires, MS Teams meetings, secure web portals for audit data sharing (Huddle) and data analytics technology. This strengthens our sampling and focus our audit testing. Refer to Appendix A.



Core Assurance: In addition to our core audit areas, we have focused our coverage on key risks to the organisation such as **Control Room, Succession Planning, and IT Assets.**



'Agile' approach: Our approach to working with you has always been one where we will respond to your changing assurance needs. By employing 'agile' or a 'flexible' approach to our service delivery, we are able to change the focus of audits / audit delivery; keeping you informed of these changes in our progress papers to the Overview and Scrutiny Committee during the year.

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- FOR FURTHER INFORMATION CONTACT 17

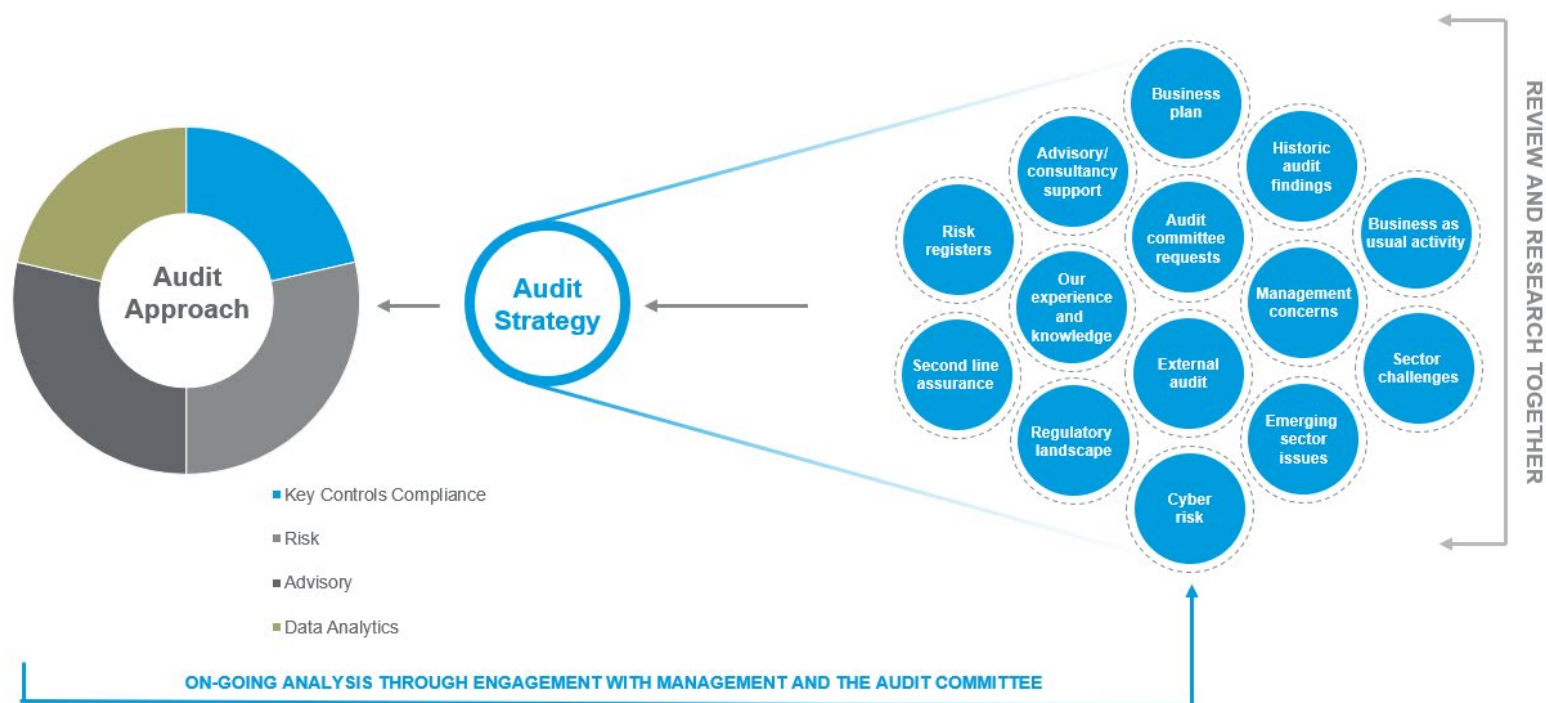
1. YOUR INTERNAL AUDIT PLAN 2024/25

Our approach to developing your internal audit plan is based on analysing your corporate objectives and risk profile as well as other, factors affecting Cambridgeshire and Peterborough Fire Authority in the year ahead, including changes within the sector.

Risk management processes

We have evaluated your risk management processes and consider that we can place reliance on your risk registers / assurance framework to inform the internal audit strategy. We have used various sources of information (see Figure A below) and discussed priorities for internal audit coverage with senior management.

Figure A: Audit considerations – sources considered when developing the Internal Audit Strategy.



Based on our understanding of the organisation, the information provided to us by stakeholders, and the regulatory requirements, we have developed an annual internal plan for the coming year and a high level strategic plan (see Section 2 and Appendix B for full details).

2. INTERNAL AUDIT PLAN 2024/25

The table below shows each of the reviews that we propose to undertake as part of the internal audit plan for 2024/25. The table details the strategic priorities which may warrant internal audit coverage. This review of your risks allows us to ensure that the proposed plan will meet the organisation's assurance needs for the forthcoming and future years. As well as assignments designed to provide assurance or advisory input around specific risks, the strategy also includes: follow up of actions and an audit management allocation.

	Audit approach	Fee	Proposed timing	Proposed Overview and scrutiny committee
Strategic Priority: People				
Succession Planning and Talent Management Not only can succession planning be motivating for employees and a way to prepare and safeguard the organisation against any unforeseen and sudden changes in resources, it is also a method through which to manage employees' competencies in a manner which allows for easy identification of other skills already present in employees. We will consider whether a formal process to identify business critical roles and develop supporting succession plans, especially where a single point of failure is identified; has been undertaken. As part of this we will review what succession planning policies / processes are in place, how this is mapped out and communicated to staff. This will also consider the transparency of management recruitment. We will also consider how succession planning is linked to the appraisal process and L&D activities. We will as part of this review include the action taken by the Service in response to the HMICFRS Inspection results in this area. <i>Risk: There is a risk that we do not have robust succession plans in place leading to the skills and resources potentially not being available to deliver the legislative duties or meet the Services objectives and/or priorities</i>	Risk based	£5,800	Q3	Q3
Culture (c/f from 2023/24) This review will consider the systems and processes the organisation has in place to ensure ethical behaviours are followed and to ensure that diversity and inclusion standards are maintained across the organisation. We will use an E-questionnaire and issue to staff to obtain wide feedback on the operation of systems and processes.	Risk Based	£5,985	Q4	Q4
Strategic Priority: Operational Excellence				
Asset and Fleet Management There are currently significant changes being made in this area. A review of the processes in place to provide assurance over how proactively the organisation manages the fleet.	Risk based	£5,600	Q1	Q2

	Audit approach	Fee	Proposed timing	Proposed Overview and scrutiny committee
<i>Risk: Failure to adequately manage fleet and assets</i>				
Control System	Risk based	£5,600	Q3	Q4
A post implementation review of the the new Control System to consider how effectiveness of the implementation is being measured and the identification of any lessons learnt for future projects.				
<i>Risk: There is a risk that we do not implement the system properly and therefore do achieve the required benefits</i>				
Strategic Priority :Value for Money				
IT Assets	Risk based	£2,900	Q1	Q2
From the receipt of IT asset goods and the associated recording on the asset register, through to return upon leaving. This will include the processes in place to establish:				
<ul style="list-style-type: none"> • Whether a complete and accurate list of purchased IT assets exists. • Whether these are sufficient controls to ensure IT assets are effectively tracked and returned when employment ceases, particularly how they systematically identify IT assets that have been allocated to a leaver as part of the leavers process and the processes for ensuring these have been returned by the last day of employment. • There is a periodic spot check of assets held to ensure the asset register remains up to date and to identify any missing assets. 				
This review will be undertaken in conjunction with Bedfordshire Fire and Rescue Authority.				
<i>Risk: There is a risk that we do not effectively utilise our IT assets</i>				
Medium Term Financial Plan	Risk based	£5,600	Q1	Q2
Review of robustness of the medium term financial planning including a review of the assumptions that feed into the plan to ensure these have a sound and documented basis, link to the strategy of the organisation and are supported by robust financial business continuity arrangements. As part of this we will also consider the governance arrangements around the process.				
<i>Risk: There is a risk that we are unable to maintain financial stability to deliver the organisations objectives</i>				

	Audit approach	Fee	Proposed timing	Proposed Overview and scrutiny committee
Key Financial Controls To review the key controls within the finance system which produce the management accounts and Authority financial management information. The specific areas to be reviewed will be agreed with management prior to the start of the audit.	System based	£4,200	Q3	Q3
Other Internal Audit Activity				
Follow Up To meet internal auditing standards, and to provide assurance on action taken to address recommendations previously agreed by management.		£2,100	Q4	Q4
Management This will include: <ul style="list-style-type: none"> • Preparation for, and attendance at, overview and scrutiny committee • Regular liaison and progress updates • Liaison with external audit and other assurance providers 		£5,231	Throughout the year	Q4
Audit Strategy and Annual Report This will include: <ul style="list-style-type: none"> • Internal Audit Needs Assessment • Preparation of the annual internal audit opinion 		£3,100	Q4	Q4

A detailed planning process will be completed for each review, and the final scope will be documented in an Assignment Planning Sheet. This will be issued to the key stakeholders for each review.

2.1 Working with other assurance providers

The Overview and Scrutiny Committee is reminded that internal audit is only one source of assurance and through the delivery of our plan we will not, and do not, seek to cover all risks and processes within the organisation.

We will however continue to work closely with other assurance providers, such as external audit and HMICFRS to ensure that duplication is minimised, and a suitable breadth of assurance obtained.

APPENDIX A) YOUR INTERNAL AUDIT SERVICE

Your internal audit service is provided by RSM UK Risk Assurance Services LLP. The team will be led by Suzanne Rowlett as your Head of Internal Audit, supported by Louise Davies as your client manager.

Fees

Our fee to deliver the plan is £46,116 (excluding VAT). This includes £5,985 carried forward from the 2023/24 plan for the review of Culture.

Core team

The delivery of the 2024/25 audit plan will be based around a core team. However, we will complement the team with additional specialist skills where required.

Conformance with internal auditing standards

RSM affirms that our internal audit services are designed to conform to the Public Sector Internal Audit Standards (PSIAS).

Under PSIAS, internal audit services are required to have an external quality assessment every five years. Our risk assurance service line commissioned an external independent review of our internal audit services in 2021 to provide assurance whether our approach meets the requirements of the International Professional Practices Framework (IPPF), and the Internal Audit Code of Practice, as published by the Global Institute of Internal Auditors (IIA) and the Chartered IIA, on which PSIAS is based.

The external review concluded that RSM 'generally conforms*' to the requirements of the IIA Standards' and that 'RSM IA also generally conforms with the other Professional Standards and the IIA Code of Ethics. There were no instances of non-conformance with any of the Professional Standards'.

*The rating of 'generally conforms' is the highest rating that can be achieved, in line with the IIA's EQA assessment model.

Conflicts of interest

We are not aware of any relationships that may affect the independence and objectivity of the team, and which are required to be disclosed under internal auditing standards.

Corporate responsibility

At RSM we believe it is our responsibility to positively impact on our society and the environment. We have three pillars of corporate responsibility: environment, charity and community. For more details on RSM's commitment visit our website: [Corporate responsibility | RSM UK](#).

APPENDIX B) INTERNAL AUDIT STRATEGY 2024/25

The table below shows an overview of the audit coverage to be provided through RSM's delivery of the internal audit strategy. This has been derived from the process outlined in Section 1 above, as well as our own view of the risks facing the sector as a whole.

Assurance Provided		2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	Red - Minimal Assurance / Poor Progress						
	Amber/red - Partial Assurance / Little Progress						
	Amber/green - Reasonable Assurance / Reasonable Progress						
	Green - Substantial Assurance / Good Progress						
	Advisory / AUP						
	IDEA						
Audit Area							
Integrated Risk Management Planning Framework							
Budgetary Control & Efficiency Savings Plan			Included in IRMP audit		To be included in IRMP audit		
Medium Term Financial Planning							✓
Procurement						✓	
Cyber Security		Note: We will not be undertaking a review of Cyber Security as we have been advised that the organisation receives its own assurances in this area.					
Capital Projects – Training Centre							
Training Centre Resourcing							
Sickness Absence Management							

Assurance Provided	
	Red - Minimal Assurance / Poor Progress
	Amber/red - Partial Assurance / Little Progress
	Amber/green - Reasonable Assurance / Reasonable Progress
	Green - Substantial Assurance / Good Progress
	Advisory / AUP
	IDEA

2019/20

2020/21

2021/22

2022/23

2023/24

2024/25

Audit Area

Human Resources

**Potential Recruitment and Talent and Performance for 2025/26*

Asset and Fleet Management System

Debrief Following Complex Incidents

CFMIS – Collection and Update of Risk Information

System Ownership

Risk Management

Governance

Key Financial Controls

Estates & Property Maintenance

Health and Safety

Assurance Provided	
	Red - Minimal Assurance / Poor Progress
	Amber/red - Partial Assurance / Little Progress
	Amber/green - Reasonable Assurance / Reasonable Progress
	Green - Substantial Assurance / Good Progress
	Advisory / AUP
	IDEA

2019/20

2020/21

2021/22

2022/23

2023/24

2024/25

Audit Area

Fleet Management (Policies and procedures – Advisory)

Shared Services

General Data Protection Regulation (GDPR)

Culture

Brexit Preparedness

Succession Planning

Control System

IT Assets

✓

✓

✓

✓

APPENDIX C) INTERNAL AUDIT CHARTER

Need for the charter

This charter establishes the purpose, authority and responsibilities for the internal audit service for Cambridgeshire and Peterborough Fire Authority. The establishment of a charter is a requirement of the Public Sector Internal Audit Standards (PSIAS) and approval of the charter is the responsibility of the overview and scrutiny committee.

The internal audit service is provided by RSM UK Risk Assurance Services LLP (“RSM”).

We plan and perform our internal audit work with a view to reviewing and evaluating the risk management, control and governance arrangements that the organisation has in place, focusing in particular on how these arrangements help you to achieve its objectives. The internal audit function is required to comply with the mandatory elements of the Institute of Internal Auditors (IIA) International Professional Practices Framework (IPPF) as follows:

- Core principles for the professional practice of internal auditing;
- Definition of internal auditing;
- Code of ethics; and
- The Standards.

Mission of internal audit

As set out in the PSIAS, the mission articulates what internal audit aspires to accomplish within an organisation. Its place in the IPPF is deliberate, demonstrating how practitioners should leverage the entire framework to facilitate their ability to achieve the mission.

“To enhance and protect organisational value by providing risk-based and objective assurance, advice and insight”.

Independence and ethics

To provide for the independence of internal audit, its personnel report directly to the Director, Suzanne Rowlett (acting as your head of internal audit). The independence of RSM is assured by the internal audit service reporting to the chief executive, with further reporting lines to the Deputy Chief Executive.

The head of internal audit has unrestricted access to the chair of overview and scrutiny committee to whom all significant concerns relating to the adequacy and effectiveness of risk management activities, internal control and governance are reported.

Conflicts of interest may arise where RSM provides services other than internal audit to Cambridgeshire and Peterborough Fire Authority. Steps will be taken to avoid or manage transparently and openly such conflicts of interest so that there is no real or perceived threat or impairment to independence in providing the internal audit service. If a potential conflict arises through the provision of other services, disclosure will be reported to the overview and scrutiny committee. The nature of the disclosure will depend upon the potential impairment and it is important that our role does not appear to be compromised in reporting the matter to the overview and scrutiny committee. Equally we do not want the organisation to be deprived of wider RSM expertise and will therefore raise awareness without compromising our independence.

Responsibilities

In providing your outsourced internal audit service, RSM has a responsibility to:

- Develop a flexible and risk based internal audit strategy with more detailed annual audit plans. The plan will be submitted to the overview and scrutiny committee for review and approval each year before work commences on delivery of that plan.
- Implement the internal audit plan as approved, including any additional tasks requested by management and the overview and scrutiny committee.
- Ensure the internal audit team consists of professional audit staff with sufficient knowledge, skills, and experience.
- Establish a quality assurance and improvement program to ensure the quality and effective operation of internal audit activities.
- Perform advisory activities where appropriate, beyond internal audit's assurance services, to assist management in meeting its objectives.
- Bring a systematic disciplined approach to evaluate and report on the effectiveness of risk management, internal control and governance processes.
- Highlight control weaknesses and required associated improvements together with corrective action recommended to management based on an acceptable and practicable timeframe.
- Undertake follow up reviews to ensure management has implemented agreed internal control improvements within specified and agreed timeframes.
- Report regularly to the overview and scrutiny committee to demonstrate the performance of the internal audit service.

For clarity, we have included the definition of 'internal audit', 'senior management' and 'board'.

- Internal audit – a department, division, team of consultant, or other practitioner (s) that provides independent, objective assurance and consulting services designed to add value and improve an organisation's operations. The internal audit activity helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of governance, risk management and control processes.
- Senior management who are the team of individuals at the highest level of organisational management who have the day-to-day responsibilities for managing the organisation.

- Board of directors - The highest level governing body charged with the responsibility to direct and/or oversee the organisation's activities and hold organisational management accountable. Furthermore, "board" may refer to a committee or another body to which the governing body has delegated certain functions (eg an overview and scrutiny committee).

Client care standards

In delivering our services we require full cooperation from key stakeholders and relevant business areas to ensure a smooth delivery of the plan. We proposed the following KPIs for monitoring the delivery of the internal audit service:

- Discussions with senior staff at the client take place to confirm the scope six weeks before the agreed audit start date.
- Key information such as: the draft assignment planning sheet are issued by RSM to the key auditee six weeks before the agreed start date.
- The lead auditor to contact the client to confirm logistical arrangements at least 15 working days before the commencement of the audit fieldwork to confirm practical arrangements, appointments, debrief date etc.
- Fieldwork takes place on agreed dates with key issues flagged up immediately.
- A debrief meeting will be held with audit sponsor at the end of fieldwork or within a reasonable time frame.
- Draft reports will be issued within 10 working days of the debrief meeting and will be issued by RSM to the agreed distribution list / Huddle.
- Management responses to the draft report should be submitted to RSM.
- Within three working days of receipt of client responses the final report will be issued by RSM to the assignment sponsor and any other agreed recipients of the report.

Authority

The internal audit team is authorised to:

- Have unrestricted access to all functions, records, property and personnel which it considers necessary to fulfil its function.
- Have full and free access to the overview and scrutiny committee.
- Allocate resources, set timeframes, define review areas, develop scopes of work and apply techniques to accomplish the overall internal audit objectives.
- Obtain the required assistance from personnel within the organisation where audits will be performed, including other specialised services from within or outside the organisation.

The head of internal audit and internal audit staff are not authorised to:

- Perform any operational duties associated with the organisation.
- Initiate or approve accounting transactions on behalf of the organisation.
- Direct the activities of any employee not employed by RSM unless specifically seconded to internal audit.

Reporting

An assignment report will be issued following each internal audit assignment. The report will be issued in draft for comment by management, and then issued as a final report to management, with the executive summary being provided to the overview and scrutiny committee. The final report will contain an action plan agreed with management to address any weaknesses identified by internal audit.

The internal audit service will issue progress reports to the overview and scrutiny committee and management summarising outcomes of audit activities, including follow up reviews.

As your internal audit provider, the assignment opinions that RSM provides the organisation during the year are part of the framework of assurances that assist the board in taking decisions and managing its risks.

As the provider of the internal audit service we are required to provide an annual opinion on the adequacy and effectiveness of the organisation's governance, risk management and control arrangements. In giving our opinion it should be noted that assurance can never be absolute. The most that the internal audit service can provide to the board is a reasonable assurance that there are no major weaknesses in risk management, governance and control processes. The annual opinion will be provided to the organisation by RSM UK Risk Assurance Services LLP at the financial year end. The results of internal audit reviews, and the annual opinion, should be used by management and the Board to inform the organisation's annual governance statement.

Data protection

Internal audit files need to include sufficient, reliable, relevant and useful evidence in order to support our findings and conclusions. Personal data is not shared with unauthorised persons unless there is a valid and lawful requirement to do so. We are authorised as providers of internal audit services to our clients (through the firm's terms of business and our engagement letter) to have access to all necessary documentation from our clients needed to carry out our duties.

Quality Assurance and Improvement

As your external service provider of internal audit services, we have the responsibility for maintaining an effective internal audit activity. Under the standards, internal audit services are required to have an external quality assessment every five years. In addition to this, we also have in place an internal quality assurance and improvement programme, led by a dedicated team who undertake these reviews. This ensures continuous improvement of our internal audit services.

Any areas which we believe warrant bringing to your attention, which may have the potential to have an impact on the quality of the service we provide to you, will be raised in our progress reports to the overview and scrutiny committee.

Fraud

The overview and scrutiny committee recognises that management is responsible for controls to reasonably prevent and detect fraud. Furthermore, the overview and scrutiny committee recognises that internal audit is not responsible for identifying fraud; however internal audit will be aware of the risk of fraud when planning and undertaking any assignments.

Approval of the internal audit charter

By approving this document, the internal audit strategy, the overview and scrutiny committee is also approving the internal audit charter.

FOR FURTHER INFORMATION CONTACT

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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.

We have no responsibility to update this report for events and circumstances occurring after the date of this report.

RSM UK Risk Assurance Services LLP is a limited liability partnership registered in England and Wales no. OC389499 at 6th floor, 25 Farringdon Street, London EC4A 4AB.



Cambridgeshire Fire Authority

Internal Audit Progress Report

22 April 2024

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.

Progress against the internal audit plan 2023/24

Assignment and Executive Lead	Status	Actions agreed			Opinion Issued
		L	M	H	
Estates Utilisation	Final	1	3	1	Partial Assurance
Medium Term Financial Planning	Final	6	0	0	Substantial Assurance
Contaminants and staff health and safety	Draft – Issued 17 October 2023				
Key Financial Controls - Implementation of New Finance System	Draft – Issued 4 April 2024				
Follow Up	Draft – Issued 9 April 2024				
Procurement	In Progress				



Appendix A – Other matters

Head of Internal Audit Opinion

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 meeting we have been asked to postpone our audit of Culture as in the Autumn of 2023, HMICFRS sent out a survey to all FRS employees in respect of culture and behaviours with the report due to be issued in June 2024. Following this, the Service will undertake a gap analysis with any actions embedded into the existing people plan. As such, it is considered that a review of culture would not be beneficial at this time by has been included in the 2024/25 audit plan.

Information and briefings

Since the last Audit and Standards Committee, we have issued our:

- Analysis of Emergency Services Risk Registers
- Emergency Services News Briefing – November 2023.
- RSM Emerging Risk Radar 3rd Edition January 2024.
- Emergency Services News Briefing – March 2024
- Global Internal Audit Standards

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.



For more information contact

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Our report is prepared solely for the confidential use of Cambridgeshire 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.

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TO: Overview and Scrutiny Committee

FROM: Scrutiny and Assurance Manager – Deb Thompson

PRESENTING OFFICER(S): Scrutiny and Assurance Manager – Deb Thompson

Telephone: 01480 444500
deb.thompson@cambsfire.gov.uk

DATE: 22 April 2024

CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY SCRUTINY FUNCTION AND AREAS FOR FUTURE SCRUTINY CONSIDERATION

1. Purpose

- 1.1 The purpose of this report is to provide the Overview and Scrutiny Committee with an update on the current scrutiny function within the Authority and suggest areas for future scrutiny consideration.

2. Recommendations

- 2.1 The Overview and Scrutiny Committee is asked to consider the contents of this report and approve specific recommendations as follows;
- 2.1.1 agree the areas to be subjected to scrutiny,
 - 2.1.2 prioritise the agreed areas to be scrutinised,
 - 2.1.3 allocate every Member of the Committee to at least one agreed area to lead and drive the review,
 - 2.1.4 determine a timeframe for each agreed area to start.

3. Risk Assessment

- 3.1 **Political** – the role that overview and scrutiny can play in holding an Authority's decision makers to account makes it fundamentally important to the successful functioning of local democracy/any organisation. Member relationships and cross-party issues can either help or hinder scrutiny outcomes; within Cambridgeshire, it should function without political bias in the interests of serving our local communities.
- 3.2 **Economic** – finite resources dictate that any work undertaken must have the potential to add value by driving improvement in the services provided to the public and/or using what is available in the most effective and efficient manner.
- 3.3 **Legal** - the requirement for local authorities in England to establish overview and scrutiny committees is set out in sections 9F to 9FI of the Local Government Act 2000 as amended by the Localism Act 2011. The Localism Act 2011 amended the Local Government Act 2000 to allow councils to revert to a non-executive form of governance; the 'committee system'. Councils who

adopt this system are not required to have overview and scrutiny but may do so if they wish. The legislation has been strengthened and updated since 2000, most recently to reflect new governance arrangements with combined authorities. Requirements for combined authorities are set out in Schedule 5A to the Local Democracy, Economic Development and Construction Act 2009.

There is no such legislative requirement on the Authority to have an overview and scrutiny function however in the interests of good practice, openness and transparency, it has chosen to do so in the form of the current Overview and Scrutiny Committee.

4. Equality Impact Assessment

- 4.1 Equality impact assessments will be completed for each agreed area as work progresses and the scope of any such impacts is better understood.

5. Background

- 5.1 Effective scrutiny helps secure the efficient delivery of public services and drives organisational improvements. Conversely, poor scrutiny can be indicative of wider governance, leadership and service failures. Recent high profile inquiries have highlighted the need for more and increased openness and transparency of decision making and robust scrutiny of those decisions. Alongside this is the demand placed on a scrutiny function for real time holding to account often through increased use of social media and digital technologies.
- 5.2 It is a fact, borne out of inspection results, that the Service and therefore the Authority is a high performing organisation within the sector; it welcomes challenge and committed Officers and Members recognise the value scrutiny can bring.
- 5.3 Terms of Reference for the current Overview and Scrutiny Committee were approved in 2021 and can be found via [cpfa-terms-of-reference-of-committees.pdf \(cambsfire.gov.uk\)](https://cambsfire.gov.uk/cpfa-terms-of-reference-of-committees.pdf)

6. Work Programme

- 6.1 The current Terms of Reference for the Committee details 21 responsibilities including it being responsible for ... *the scrutiny of performance and challenging the Authority when carrying out the responsibilities referred to below through an agreed annual work programme of Member-led reviews ... Agree a programme of Member-led reviews on any operational or strategic matter to ensure delivery of value for money compliant with best practice ... Develop arrangements for the scrutiny of the Authority's policies and services with a view to improving efficiency, effectiveness or economy.*
- 6.2 Effective scrutiny should have a defined impact on the ground, with the Committee making recommendations that will make a tangible difference to the work of the Authority. To have this kind of impact, scrutiny committees need to plan their work programme and should be able to justify how and why a decision has been made to include/exclude an issue. It needs to be looking

at the right topics, in the right way and at the right time. The gathering of evidence to inform this may come from conversations with others and aggregated information from political groups about the subject matter of Members' surgeries; business cases and options appraisals (and other planning information) for forthcoming major decisions.

6.3 Member-led Reviews (MLR) were introduced in 2009. Some of those completed since then have had a significant impact on internal policies and procedures and external perceptions.

6.4 At its meeting in January 2023 the Committee agreed not to progress the MLRs relating to estates/property management and capital programme projects and shift the focus onto people themed areas (Minute 53 refers). Several other areas for potential scrutiny have also been raised at various Authority meetings and seminars including the following;

- Code of Conduct – review how the newly adopted Code is working (Fire Authority 10 February 2022, Minute 27)
- Pay Policy/Employee Pay (Fire Authority 10 February 2022, Minute 26 and 16 June 2022, Minute 42)
- Employee Recruitment and Retention (Overview and Scrutiny Committee October 2022, Minute 45)
- Service Culture (Overview and Scrutiny Committee, 20 April 2023, Minute 62)
- Impacts and considerations due to population growth (Fire Authority 15 February 2024, Minute 106)
- Fire Authority structure to include membership size and Constitution (started then paused whilst the former Police and Crime Commissioners Business Case for Change was ongoing; never restarted)

6.5 Unfortunately, due to Member and Officer workloads, it has been difficult to coordinate and complete any MLRs; none of the above areas have been progressed.

7. Other Considerations - Community Risk Management Plan

7.1 As Members will be aware, the Community Risk Management Plan (CRMP) sets out our overall intentions and sitting behind it is a detailed action plan that prioritises how we use our limited resources to ensure we maintain focus on the most important things that need to be done. Our CRMP includes the areas for improvement highlighted in the HMICFRS report, so the Service can make sure the required progress is made. It also includes the actions needed to be taken, having considered the detail of various recent national reports that make recommendations for all fire and rescue services.

7.2 The Committee may therefore wish to consider including one of the priority areas from the CRMP in their work programme;

- new mobilising system in Combined Fire Control,

- service improvement project (operational response review),
- performance and talent management,
- productivity and efficiency,
- TRaCS and the implementation of the new post traumatic incident support process.

8. Other Considerations - Internal Audit

- 8.1 No significant issues have been raised by RSM auditors relating to the scrutiny function within the Authority.
- 8.2 The Committee will recall from its last meeting in October 2023, when the annual internal audit report (2022/23) was presented, that the auditors had completed seven assurance assignments (Minute 72 refers) and as can be seen on the agenda today, their Audit Plan for 2024/25 will cover six areas of review.

9. Conclusions

- 9.1 The prevailing organisational culture, behaviours and attitudes of an Authority will largely determine whether its scrutiny function succeeds or fails. While everyone in an Authority can play a role in creating an environment conducive to effective scrutiny, it is important that this is led and owned by Members, given their role in setting and maintaining the culture of an Authority.
- 9.2 Whilst it is recognised that (Committee) Members undertake a range of overview and scrutiny activities and that the Service continuously monitors and reviews what it does as part of normal day to day management activity, it is imperative that the Committee fulfills its MLR responsibilities.
- 9.3 By developing a more robust work programme, the Committee will be able to evidence its decision making in the selection of scrutiny areas and drive to completion MLRs that will add value and improve outcomes.

BIBLIOGRAPHY

Source Documents	Location	Contact Officer
<p>Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities, Ministry of Housing, Communities and Local Government, May 2019</p> <p>State of Fire and Rescue – The Annual Assessment of Fire and Rescue Services in England 2021 Her Majesty's Chief Inspector of Fire and Rescue Services 2021</p> <p>Fire Authority and its Committees Minutes - Various</p>	<p>Hinchingsbrooke Cottage Brampton Road Huntingdon</p>	<p>Deb Thompson Scrutiny and Assurance Manager deb.thompson@cambsfire.gov.uk</p>

OVERVIEW & SCRUTINY COMMITTEE WORK PROGRAMME

MEETINGS 2024/25

Date	Meeting Time	Venue
2024		
Monday 22 April	1400 hours	SHQ
Wednesday 3 July	1400 hours	SHQ
Wednesday 9 October	1400 hours	SHQ
2025		
Wednesday 15 January	1400 hours	SHQ
Wednesday 26 March	1400 hours	SHQ

WORK PROGRAMME 2024/25

Monday 22 April 2024			
Time	Agenda Item	Member/Officer	
	Minutes of Overview and Scrutiny Committee Meeting 4 October 2023		Meeting scheduled for 15 January 2024 cancelled
	Action Log		
	<u>Overview</u> IRMP Performance Measures	ACFO/Assistant Director Service Transformation	
	Fire Authority Programme Management – Monitoring Report	Deputy Chief Executive Officer/Assistant Director Service Transformation	
	Strikes (Minimum Service Levels) Act 2023	Assistant Director Operational Response and Fire Protection	
	<u>Audit</u> Internal Audit Plan 2024/25	RSM	
	Internal Audit Progress Report	RSM	
	<u>Scrutiny</u> CPFA Scrutiny Function and Areas for Future Scrutiny Consideration	Scrutiny and Assurance Manager	

	Work Programme 2024/25	Chair	
Wednesday 3 July			
Time	Agenda Item	Member/Officer	
	Minutes of Overview and Scrutiny Committee Meeting 22 April 2024		
	Action Log		
	<u>Overview</u> IRMP Performance Measures	ACFO/Assistant Director Service Transformation	
	Fire Authority Programme Management – Monitoring Report	Deputy Chief Executive Officer/ Assistant Director Service Transformation	
	<u>Audit</u> Internal Audit Progress Report	RSM	
	<u>Scrutiny</u> Review of Expansion of Crews of Three Appliance Mobilisations to all Incident Types	Assistant Director Operational Response and Fire Protection	Last presented (as a single item) in January 2023
	Work Programme 2024/25	Chair	
Wednesday 9 October			
Time	Agenda Item	Member/Officer	
	Minutes of Overview and Scrutiny Committee Meeting 3 July 2024		
	Action Log		
	<u>Overview</u> IRMP Performance Measures	ACFO/Assistant Director Service Transformation	
	Cyber Security Update Report	Assistant Director ICT and OHU	Annual; last presented in October 2023
	Fire Authority Programme Management – Monitoring Report	Deputy Chief Executive Officer/Assistant Director Service Transformation	
	Annual Review - CPFA Compliance with Local Government Transparency Code 2015	Assistant Director Communication and Engagement	
	<u>Audit</u> Internal Audit Progress Report	RSM	
	<u>Scrutiny</u> Draft Annual Governance Statement 2022/23	Deputy Chief Executive Officer	Annual before presentation to Fire Authority
	Workplace Culture Update	Assistant Director People	Added as per Action Log and deferred from April

			2024 meeting; last presented in April 2023
	Work Programme 2024/25	Chair	
2025			
Wednesday 15 January			
Time	Agenda Item	Member/Officer	
	Minutes of Overview and Scrutiny Committee Meeting 9 October 2024		
	Action Log		
	<u>Overview</u> IRMP Performance Measures	ACFO/Assistant Director Service Transformation	
	<u>Audit</u> Internal Audit Progress Report	RSM	
	<u>Scrutiny</u> Draft Budget 2024/25	Deputy Chief Executive Officer	
	Work Programme 2024/25	Chair	
Wednesday 26 March			
Time	Agenda Item	Member/Officer	
	Minutes of Overview and Scrutiny Committee Meeting 15 January 2025		
	Action Log		
	<u>Overview</u> IRMP Performance Measures	ACFO/Assistant Director Service Transformation	
	<u>Audit</u> Annual Internal Audit Report 2024/25	RSM	
	Internal Audit Plan 2025/26	RSM	
	Internal Audit Progress Report	RSM	
	<u>Scrutiny</u> TBC		
	Work Programme 2024/25	Chair	

