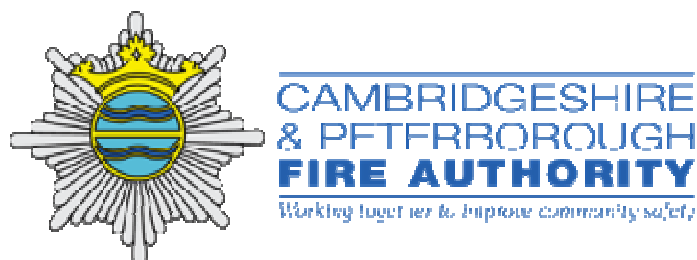


FIRE AUTHORITY



Date: Thursday, 01 November 2018

14:00hr

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

AGENDA

Open to Public and Press

- 1. Apologies for Absence**
- 2. Minutes of the Fire Authority meeting held 21st June 2018** **5 - 16**
- 3. Chairman's announcements**
- 4. Declarations of Interest**

Guidance for Councillors on declaring interests is available at:

<http://tinyurl.com/ccc-conduct-code>
- 5. Fire Brigades Union National Black and Ethnic Minority Officer** **17 - 20**

6.	Draft Medium Term Financial Strategy 2019-20 to 2023-24	21 - 30
7.	Resourcing for Spate Conditions	31 - 34
8.	Proposed dates of Fire Authority meetings 2019-20	35 - 38
9.	Appointments to Committees, Outside Organisations and Other Bodies	39 - 42
10.	Replacement Mobilising System Update	43 - 44
11.	Minutes of the Policy and Resources Committee meetings held 26th July and 4th October 2018	45 - 62
12.	Minutes of the Overview and Scrutiny Committee meeting held 24th July 2018	63 - 66

The Fire Authority comprises the following members:

Councillor Kevin Reynolds (Chairman)

Councillor Andrew Bond Councillor Janet Goodwin Councillor Mohammed Jamil and Councillor David Over Councillor Simon Bywater Councillor Ian Gardener Councillor Derek Giles Councillor John Gowing Councillor Sebastian Kindersley Councillor Mac McGuire Councillor Lucy Nethsingha Councillor Terence Rogers Councillor Jocelyne Scutt Councillor Mike Shellens and Councillor Mandy Smith

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

Clerk Name: Dawn Cave

Clerk Telephone: 01223 699178

Clerk Email: dawn.cave@cambridgeshire.gov.uk

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

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

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

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

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

CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY: MINUTES

Date: Thursday 21 June 2018

Time: 2:00-3.40pm

Present: Cambridgeshire County Council:

Councillors S Bywater, I Gardener, D Giles, J Gowing, S Kindersley, L Nethsingha, K Reynolds (Chairman), T Rogers, J Scutt, M Shellens and M Smith

Peterborough City Council:

Councillors M Jamil and D Over (Vice-Chairman)

Officers Present: C Strickland, S Ismail, M Warren, R Hylton, D Cave

47. ELECTION OF CHAIRMAN/WOMAN

It was resolved that Councillor K Reynolds be elected Chairman of the Fire Authority for the ensuing municipal year.

48. APPOINTMENT OF VICE-CHAIRMAN/WOMAN

It was resolved that Councillor Over be elected Vice-Chairman of the Fire Authority for the ensuing municipal year.

49. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Bond, Goodwin, Raynes and McGuire.

Members agreed to defer the item – “Minutes of the Fire Authority meetings held on 8th February 2018, and confidential minutes of the Special Fire Authority meetings held 10th and 24th May 2018” to the end of the meeting, given the confidential nature of the May meetings.

50. CHAIRMAN’S ANNOUNCEMENTS

The Chairman welcomed Councillors Goodwin and Nethsingha back on to the Fire Authority. He reminded Members that he had circulated a briefing on the Judicial Review earlier in the week: currently, the Fire Authority was waiting to hear from the Court whether permission had been granted to progress the judicial review. In the meantime, it was business as usual for the Fire Authority. Members continued to draw their allowances, unless they had chosen to opt out.

The Chairman advised Members that the former Retained Firefighters Union had been renamed the Fire and Rescue Services Association.

The Inspectorate process was ongoing, and the Inspectors had been visiting, and would be having a one to one meeting with Chairman early in July, and would be reporting back – there was no indication that they would be seeking to speak to Members in general.

51. DECLARATIONS OF INTEREST

There were no declarations of interest.

DECISIONS

52. FINAL REVENUE AND CAPITAL BUDGET POSITION 2017-18 AND TREASURY MANAGEMENT STATEMENT

The Fire Authority considered the final 2017/18 revenue and capital budget outturn position, plus an update on the treasury management position.

It was confirmed that the formal draft set of accounts was completed and signed by the Treasurer in time for the challenging 31st May 2018 deadline. The regulations required the final Statement of Accounts to be approved by the Authority (or Committee with the appropriate delegated powers) by 31st July 2018, allowing time for the completion of the statutory audit. The Statement of Accounts would be presented to the Policy and Resources Committee on 26th July.

It was noted that a wholetime recruitment campaign to bring operational numbers up to the budgeted position had resulted in an overspend against the budget for wholetime firefighters. Other budgets, including support and control, supplies and services, and the operational fire budgets were all underspent against budget, and the reasons for these underspends were noted. In total, revenue expenditure was underspent by £49K, with a number of carry forwards required. Outturn against the Capital budget, including significant underspends for vehicles, land and buildings, and IT and Communications were noted, and again the reasons for these underspends were briefly outlined.

Arising from the report:

- it was confirmed that work with Cambridgeshire Constabulary was ongoing in relation to the new state-of-the-art training facility at Monkswood, at a cost of £2M. Current progress on this project, including surveys which were taking longer than anticipated, was noted. Good partnership working continues with the Police & Crime Commissioner. Contingency plans were in place if for any reason the training centre could not go ahead at the Monkswood site;
- Members noted that the On-Call reserve had been originally created because of continued challenges with On-Call services. It appeared that this reserve exceeded requirements, and proposals would be presented to the Policy and Resources Committee to look at ways of addressing recruitment of the estimated 80 firefighters which would be required over the next five years;
- in response to a Member question, it was confirmed that the redevelopment of Wisbech fire station was another collaboration with Cambridgeshire Constabulary, extending the existing fire station to incorporate a Police station. This project had been delayed by a planning issue, as it emerged that there was

a large utility pipe where the new building was going to be, so a redesign and resubmission through the appropriate planning process was required. It was confirmed that there would be no increase in staffing at that site in the long term. It was also confirmed that Cambridgeshire Constabulary would be paying for the costs for their element of the site;

- it was confirmed that Members were looking at ways to increase diversity within the Fire Service, with a variety of initiatives being rolled out to engage all sections of the communities served;
- a Member asked if there were any increased capital requirements placed on the Service as a result of the unfortunate events at Manchester and Grenfell Tower. Officers confirmed that the burden on officer time had increased, but there were no costs e.g. in terms of equipment/aerial appliances in this county;
- in response to a Member question, it was noted that staff turnover was around 4%, which was quite low. Some areas, e.g. ICT, continued to be a challenge, but the Service continued to attract high calibre staff.

The Fire Authority congratulated the Deputy Chief Executive and his colleagues for producing the draft accounts in time for the challenging 31st May deadline.

It was resolved unanimously to:

- 1) note the revenue and capital budget outturn position;
- 2) approve the requested budget holder carry forwards;
- 3) note the year-end balance sheet position as at 31st March 2018 as per the draft statement of accounts;
- 4) note the annual Treasury Management Statement.

53. INTEGRATED RISK MANAGEMENT PLAN REFRESH UPDATE

The Fire Authority received a report on the refreshed Integrated Risk Management Plan (IRMP) 2017-2020. There had been a complete review of the IRMP in 2017, and this document reflected on the actions and risks that had been monitored over the previous twelve months. Members were reminded that the Fire and Rescue National Framework for England required fire authorities to produce a local IRMP. Under the new national framework, the Service was also required to develop an action plan saying how the actions in the Plan would be achieved.

Key achievements in the past twelve months included:

- the delivery of six 'FireBreak' courses;
- upskilling both operational and professional support staff through a range of development programmes, some in collaboration with neighbouring Fire Services;
- agreeing a new shift system;
- leading nationally on national operational guidance ensuring services were truly 'interoperable';
- a higher number of female applicants, increasing diversity;
- continued joint working with partners, most notably Cambridgeshire Constabulary, to secure Value For Money through joint property initiatives;

- improvements in performance, notably response times, the targets being twelve minutes for rural areas, nine minutes for urban callouts, and reductions in dwelling and deliberate fires, and a slight decline in the numbers Killed and Seriously Injured (KSI) on roads;
- work with more vulnerable groups in the community, including the portable misting system.

It was noted that there had been a reduction in co-responding calls, and work was ongoing to understand why the number of calls had reduced.

A number of new delivery items had been identified for 2018/19:

- Community Safety Excellence
- Employee engagement
- Progress on the Monkswood site

The Chief Fire Officer stressed that one of the Service's accomplishments in the year was its ability to put out two whole time appliances, every day, 365 days a year, which was a real increase in the efficiency and effectiveness of the organisation. This was achieved against a background of a changing shift system, undertaken in collaboration with staff and the FBU, at no extra cost to the public. The Assistant Chief Fire Officer had led on this work. The Chairman supported the Chief Fire Officer's comments, saying that the innovations and performance demonstrated in the IRMP reflected the excellent work and cooperation with staff and partners.

Arising from the report:

- a number of Members congratulated the Fire Service on running the excellent FireBreak programme. It was confirmed that the programme ran from two bases, one based at Stanground, the other at Sawston. It was noted that it was not only a huge benefit to the young people who participated, but also to staff;
- noting the many excellent achievements of the Service, which had been achieved against a background of reduced resources, suggested that it may be appropriate to issue press releases, as the Service tended to be quite modest about its achievements. Whilst the public were generally aware of the excellent work done by the Service, it could help reinforce safety messages and recruitment. The Chairman acknowledged this point, but added that everything had resource implications, and he suggested that the Overview and Scrutiny Committee should explore this issue, and review the benefits and practicalities of a more proactive approach to media communications. **Action required:** Scrutiny and Assurance Manager to add to work programme for consideration at next meeting.
- asked if, against a background of the new General Data Protection Regulation, the Service was at risk of losing sight of high risk individuals e.g. hoarders. Officers confirmed that they were still able to access that information;
- with regard to the reduction in co-responding calls, the Assistant Chief Fire Officer advised that engagement with East of England Ambulance Service colleagues was difficult, as they were under severe work pressures. However, it had been confirmed that Fire Service Co-reponders had not been taken off their list, but it had also been confirmed that the Ambulance Service was receiving more calls, so this warranted further investigation;

- a Member suggested that a letter of thanks be sent to the FBU from the Chairman, which could then be shared with the wider FBU membership. Whilst it was confirmed that the FBU and other partners were routinely thanked for working with the Service, it was agreed that this would be done. **Action required:** Chairman;
- in response to a Member question, it was confirmed that Cambridge Regional College was the Service's partner for apprenticeships;
- Members noted that the number of fires had increased, mainly secondary fires (e.g. dustbin fires) in the Peterborough area, although there had been a reduction in deliberate fires and injuries;
- Members noted that the numbers for Black and Minority Ethnic staff (BME) included female BME staff;
- noting the concerns about PFI building compliance, a Member asked if anything could be done to improve public safety with regard to these issues. Officers advised that a wide reform of building regulations was expected as a result of the Hackett Review: whilst the focus of the Hackett Review was high rise, the National Fire Chiefs Council felt that regulations should be extended;
- a Member asked if the Service had sufficient resources to cope with expanding communities such as Northstowe and Alconbury Weald. Officers advised that the Service was a cash lean organisation, and opportunities for increased funding e.g. through housing growth and Section 106 funding were very limited;
- Members noted that whilst the Service attempts to influence the construction of buildings in new developments, but its influence was limited. Whilst the Service enjoyed good relationships with the District planning authorities, ultimately it was the developers who needed to be persuaded. There had been some success e.g. sprinklers in schools, but the Service did not have the statutory power to compel authorities and developers to include safety features such as sprinklers. Another Member commented that Members had a role in terms of the development of District Local Plans, and they should be proposing at the very least that school buildings should incorporate sprinklers. It was suggested that interaction with planners and building control would be a good subject for the next seminar;
- noting that schools were not regarded as high risk because people did not sleep in them, a Member asked about boarding schools, which he felt should be in the same category as hotels and hostels with regard to fire risk. Officers agreed to clarify and respond to Members. **Action required:** ACFO;
- in response to a question about the comparatively low number of calls for the roaming pumps, it was confirmed that the roaming pumps did have a considerable impact, especially where they were the second pump in attendance. Facilities were being built so that the northern pump could roam further afield;
- Members noted how crewing levels were calculated to ensure appropriate cover levels.

It was resolved unanimously to:

- 1) note the contents of the report and comment as they deem appropriate;
- 2) approve Appendix 1 to the report, the risk and resource model document, to be appended to IRMP 2017-2020.

54. FIRE AUTHORITY ANNUAL REPORT AND STATEMENT OF ASSURANCE 2017-18

Members considered the draft Annual Report and Statement of Assurance 2017-18. The background and content of the document were briefly summarised. It was noted that the Statement of Assurance was a legal requirement.

A typographical error on page 9 of the draft Annual Report was noted. Members spoke favourably about the Annual Report, noting that many of the achievements had been discussed in the previous (IRMP) item.

It was resolved unanimously to:

Agree the draft Annual Report and Statement of Assurance 2017-18, attached to the report at Appendix 1, subject to the additions highlighted in paragraphs 4.3 to 4.5 of the report.

55. REVIEW OF GOVERNANCE ARRANGEMENTS

The Fire Authority considered a report on a proposed 'task and finish' working group, to review the current governance arrangements, and to report back to the Fire Authority on its findings.

The Chairman explained that he had initiated the report, as it was vital for any organisation to regularly review its governance structure. He proposed a working group of five members, on a politically proportional basis, if Members were so minded, to review the current governance structure, including the size of the Fire Authority, the Committee structure, and membership of outside bodies.

All Members indicated that they supported the proposal, with a number of Members commenting that it was always good practice to periodically review governance structures to ensure that they were fit for purpose. It was agreed that the Working Group would comprise Councillors Kindersley, Raynes, Reynolds, Rogers and Scutt.

It was resolved unanimously to:

- 1) establish a Governance Working Group of five members to review and make recommendations as to:
 - i. The Committee structure of the Authority;
 - ii. The optimal membership size of the Authority;
 - iii. Membership on outside bodies;
 - iv. The engagement of the Police and Crime Commissioner in the governance activities of the Authority;
- 2) receive a report from the Working Group in the autumn;
- 3) subject to the above, whilst awaiting the outcome of the Working group, continue the current committee structure and membership size, and approve

an updated schedule of appointments (attached at Appendix 1 to these minutes).

56. FIRE POLICY AND RESOURCES COMMITTEE MINUTES 12TH APRIL 2018

Members noted the minutes of the Policy and Resources Committee meetings held on 12th April 2018.

57. FIRE OVERVIEW AND SCRUTINY MINUTES – 29TH MARCH 2018

Members noted the minutes of the Overview and Scrutiny Committee meeting held 29th March 2018.

58. EXCLUSION OF PRESS AND PUBLIC

It was resolved unanimously to exclude the Press and public from the meeting on the grounds that the agenda contains exempt information under Paragraph 5 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, and that it would not be in the public interest for this information to be disclosed (Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings).

59. MINUTES OF THE FIRE AUTHORITY MEETINGS HELD ON 8TH FEBRUARY 2018, AND CONFIDENTIAL MINUTES OF THE SPECIAL FIRE AUTHORITY MEETINGS HELD 10TH AND 24TH MAY 2018

Members considered the minutes of the previous three meetings.

The minutes of the meetings held on 8th February, 10th May and 24th May 2018 were agreed as a correct record.

Chairman

APPOINTMENTS TO COMMITTEES, OUTSIDE ORGANISATIONS AND OTHER BODIES
POLICY & RESOURCES COMMITTEE (9 members)

KEVIN REYNOLDS	C
DAVID OVER	C
SIMON BYWATER	C
TERRY ROGERS	C
MANDY SMITH	C
MIKE SHELLENS	LD
LUCY NETHSINGHA	LD
MOHAMMED JAMIL	L
DEREK GILES	IND

OVERVIEW AND SCRUTINY COMMITTEE

(8 members not to be appointed to the Policy and Resources Committee)

IAN GARDENER	C
MAC MCGUIRE	C
PAUL RAYNES	C
JANET GOODWIN	C
JOHN GOWING	C
SEBASTIAN KINDERSLEY	LD
ANDREW BOND	LD
JOCELYNNE SCUTT	L

APPOINTMENTS COMMITTEE (7 members)

KEVIN REYNOLDS	C
TERRY ROGERS	C
MAC MCGUIRE	C
DAVID OVER	C
MIKE SHELLENS	LD
SEBASTIAN KINDERSLEY	LD
MOHAMMED JAMIL	L

PERFORMANCE REVIEW COMMITTEE (3 Members + 2 Substitutes)

TERRY ROGERS	C	
KEVIN REYNOLDS	C	
SEBASTIAN KINDERSLEY	LD	
MAC MCGUIRE	C	Substitute
MIKE SHELLENS	LD	Substitute

APPEALS (PENSIONS) COMMITTEE (3 Members + 2 Substitutes)

DAVID OVER	C	
JOHN GOWING	C	
MIKE SHELLENS	LD	
TERRY ROGERS	C	Substitute
LUCY NETHSINGHA	LD	Substitute

FIRE AUTHORITY DISCIPLINE COMMITTEE (3 Members + 2 Substitutes)

PAUL RAYNES	C	
SIMON BYWATER	C	
SEBASTIAN KINDERSLEY	LD	
MAC MCGUIRE	C	Substitute
ANDREW BOND	LD	Substitute

FIRE AUTHORITY APPEALS COMMITTEE (3 Members + 2 Substitutes)

KEVIN REYNOLDS	C	
IAN GARDENER	C	
LUCY NETHSINGHA	LD	
MANDY SMITH	C	Substitute
MIKE SHELLENS	LD	Substitute

JOINT CONSULTATIVE COMMITTEE (7 Members + 6 Employee Representatives)**[Not subject to proportionality]**

Fire Authority Members (7)	
SEBASTIAN KINDERSLEY	LD
LUCY NETHSINGHA	LD
KEVIN REYNOLDS	C
JANET GOODWIN	C
SIMON BYWATER	C
MAC MCGUIRE	C
JOCELYNNE SCUTT	L

LOCAL STRATEGIC PARTNERSHIPS**[Not subject to proportionality]**

Safer Peterborough Partnership	Vice-Chairman	
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COMBINED AUTHORITY

Combined Authority	Vice-Chairman	
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CRIME AND DISORDER REDUCTION PARTNERSHIPS/**COMMUNITY SAFETY PARTNERSHIPS****[Not subject to proportionality]**

Cambridge City	SEBASTIAN KINDERSLEY	LD
East Cambridgeshire	PAUL RAYNES	C
Fenland	JOHN GOWING	C
Huntingdonshire	TERRY ROGERS	C
South Cambridgeshire	MANDY SMITH	C

MEMBER CHAMPIONS/LEAD MEMBERS

[Not subject to proportionality]

Equality and Inclusion	MANDY SMITH
Health and Safety	SIMON BYWATER

LOCAL GOVERNMENT ASSOCIATION

KEVIN REYNOLDS		C
DAVID OVER		C
LUCY NETHSINGHA		LD

LOCAL GOVERNMENT ASSOCIATION FIRE COMMISSION 2017/18

KEVIN REYNOLDS		C
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Agenda Item no. 5

TO: Cambridgeshire and Peterborough Fire Authority

FROM: Assistant Chief Fire Officer (ACFO) - Rick Hylton

PRESENTING OFFICER(S): Assistant Chief Fire Officer (ACFO) - Rick Hylton

Telephone 01480 444500

rick.hylton@cambsfire.gov.uk

DATE: 1 November 2018

FIRE BRIGADES UNION NATIONAL BLACK AND ETHNIC MINORITY OFFICER

1. Purpose

- 1.1 The purpose of this report is to advise the Fire Authority of the arrangements being put in place to support the above role and to highlight the associated benefits to the fire and rescue service (FRS) both locally and nationally.

2. Recommendation

- 2.1 The Fire Authority is asked to note the contents of this report.

3. Background

- 3.1 The Fire Brigades Union (FBU) has a number of national officials; one of these roles is the Black and Ethnic Minority Officer. The role has been influential in supporting the fire and rescue community ambition to both attract and retain a more diverse workforce. An opportunity has recently arisen in which one of our firefighters has been selected to take up this position.
- 3.2 Whilst the role is an important part of the FBU structure, it is currently unfunded. The remit of the position also dictates that for any individual to be able to take the role forward, a certain amount of time away from their main employment will be required.
- 3.3 Officers have met with the individual concerned, together with the FBU Regional Secretary, to explore how the Service could reasonably support this agenda by offering a partial release from the individual's main employment to fulfil the role.

4. Agreement

- 4.1 These discussions have led to an agreement by Cambridgeshire Fire and Rescue Service (CFRS) to allow a partial release of the individual, subject to them maintaining operational competence and agreement to the specific objectives detailed in **Appendix 1**.

- 4.2 It is also believed that by having a member of CFRS engaged in this agenda, at a national level, our organisation will be more attractive to members of the black and ethnic minority community.
- 4.3 The agreement will be reviewed annually and overseen by the ACFO.

BIBLIOGRAPHY

Source Document	Location	Contact Officer
None	Hinchingbrooke Cottage Brampton Road Huntingdon	ACFO Rick Hylton rick.hylton@cambsfire.gov.uk 01480 444500

Appendix 1

Specific benefits CFRS requires from the secondment of the employee to the Fire Brigades Union (National Black and Ethnic Minority Officer)

1. The Employee's championing of CFRS' proactive approach to the equality, diversity and inclusion agenda on the national stage and in particular our ambition to increase workforce diversity to reflect the communities we serve.
2. The Employee to provide CFRS with access to his contacts and to facilitate introductions where necessary, in order to enable CFRS to develop greater relationships with and understanding of under-represented communities in Cambridgeshire and Peterborough.
3. The employee to draw upon resources and contacts from his period of secondment to front a joint positive action campaign ahead of CFRS' next wholetime recruitment campaign.
4. Any other specific inputs by agreement between CFRS and the employee which supports CFRS' equality, diversity and inclusion agenda.
5. The above to be discussed and monitored via quarterly meetings between the employee and CFRS' Assistant Chief Fire Officer.

Agenda Item no. 6

TO: Cambridgeshire and Peterborough Fire Authority

FROM: Deputy Chief Executive Officer - Matthew Warren

PRESENTING OFFICER: Deputy Chief Executive Officer - Matthew Warren

Telephone 01480 444619

matthew.warren@cambsfire.gov.uk

DATE: 1 November 2018

DRAFT MEDIUM TERM FINANCIAL STRATEGY 2019/20 to 2023/24

1. Purpose

- 1.1 The purpose of this report is to provide the Fire Authority with an overview of the current position regarding the proposed draft Medium Term Financial Strategy (MTFS) 2019/20 to 2023/24.

2. Recommendation

- 2.1 The Fire Authority is asked to note the draft position regarding the MTFS 2019 to 2024 attached at **Appendix A**.

3. Risk Assessment

- 3.1 **Economic/Political** – the council tax increase must be set at an appropriate level to protect the financial stability of the Authority without breaching any reasonableness criteria that may be imposed by Government in the form of a cap.
- 3.2 **Economic** – there is significant uncertainty around the settlement figures for the next spending review period. In addition, the uncertainty around the UK's exit from the European Union is creating broader economic uncertainty, which could lead to delays in the final settlement for next year and potentially delays to the next spending review. The MTFS will have to provide flexibility to respond to any variations that may present themselves in future financial years.

4. Background

- 4.1 On 25 November 2015, the spending review for 2016/17 to 2019/20 was announced. With this announcement came guidance around individual authorities submitting efficiency plans, in return for funding certainty over the medium term. This Authority submitted its efficiency plan in October 2016.

- 4.2 As we move towards the final year of the current spending review period, the uncertainty surrounding the future financial position is heightened. Whilst it appears the Authority has the ability to increase council tax by 3%, there is a significant new pressure around unfunded public sector pension schemes. The actual financial implications of the change to the employer contribution rate are not yet known but the potential impact could be very significant. The attached draft MTFS and estimates are predicated on the gradual introduction of this pressure after 2020.
- 4.3 In addition to this the Service has started to model further reduction to its Revenue Support Grant, which has been the grant reduced by Government over the last eight years. This figure is now £2.75 million and is likely to be cut further as we move through the next spending review period.
- 4.4 The MTFS, as drafted, predicts annual 2% pay awards moving forward as well as continued housing growth and the Fire Authority increasing council tax to the estimated cap of 3%. At this stage, there are many uncertainties and as we move through to budget setting in February revised estimates will be provided for further debate.

BIBLIOGRAPHY

Source Documents	Location	Contact Officer
Fire Authority Estimates 2018/19	Hinchingsbrooke Cottage Brampton Road Huntingdon	Matthew Warren 01480 444619 matthew.warren@cambsfire.gov.uk
Local Government Finance Settlement 2018/19: technical consultation		
Cambridgeshire and Peterborough Fire Authority Efficiency Plan 2016 to 2020		
Comprehensive Spending Review 2016/17 – 2019/20		

CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY

DRAFT MEDIUM TERM FINANCIAL STRATEGY 2019 to 2024

1. Introduction

1.1 The Need for a Financial Strategy

1.1.1 The financial environment in which the Authority operates is unprecedented and will become increasingly challenging. The Authority will be faced with some difficult decisions as the impact of the Comprehensive Spending Review (CSR) and next round of Government austerity measures is felt. Further cuts to the budget will be required as a result.

1.1.2 The uncertainty around future funding arrangements beyond 2020, along with council tax capping limits and potential Authority decisions around referendum, all require the Authority to take proactive steps to control its own destiny to mitigate against the threat of having to react to external events.

1.2 Background

1.2.1 In developing a financial strategy the Authority must consider the factors that may influence the future needs and plans of the Service.

1.2.2 The Secretary of State has set a clear vision that by the end of the CSR period, all Local Authorities will be fully funded locally, from council tax and business rates. Government continue to work through how business rate retention will aid this strategy.

1.2.3 The Government offered authorities a four year 'minimum' financial settlement, if it chooses to share its efficiency plans with Government. The Authority shared its efficiency plan in October 2016 and has assumed that the settlement figures will be as suggested over the next four financial years.

1.2.4 In addition to the settlement information, Government has made assumptions that council tax will be increased in line with inflation over the four year period, moving away from providing authorities with council tax freeze grant. Once again, this strategy estimates that increases in council tax will be approved by the Authority.

1.2.5 The Integrated Risk Management Plan (IRMP) sets out the aims and objectives for the future. The strategy must support the delivery of these aims and actions. The CSR programme will continue to focus on the most appropriate options for the Service to mitigate against the

impact of future reductions in Government funding and constraints on council tax.

- 1.2.6 Revenue expenditure has been within budget each year for the last four years; this confirms the ability of the Authority to control expenditure. Considerable time and effort has been spent ensuring that budget holders challenge current expenditure levels and project budgets are fully understood before any commitment is made.
- 1.2.7 The Authority holds reserves that are adequate to respond to the risks it currently faces. Part of this strategy should be linked to considering the level of reserves the Authority holds in the medium term. However it should also be noted that these reserves can only be used once and cannot fill an on-going budget gap.

1.3 The Economy

- 1.3.1 This strategy assumes that the economy will continue to grow slowly in the medium term, with inflation in line with the Bank of England target. Interest rates will remain low in the short term, with increases expected in the medium term.

1.4 External Factors

- 1.4.1 The county population continues to grow and the strategy must recognise and allow for pressures and potential opportunities.

2. Financial Forecast

- 2.1 The five year financial forecast is included at Appendix 1, along with assumptions. The forecast shows the potential trend of net expenditure, based upon estimated levels and timing of events. This forecast is designed to estimate the potential savings target through to the end of the next comprehensive spending review period.
- 2.2 The tax base assumes an increase of approximately 1% year on year thereafter. However given the changes to council tax benefits and the potential impact of this on collection rates, the real impact of these changes will not be fully understood until the end of the financial year.
- 2.3 The Government is committed to the localism agenda and it is assumed that a council tax referendum will still be required for authorities where a 'reasonable' increase is not set. The term 'reasonable' is now largely defined by the Secretary of State who provides council tax capping limits. Currently the limit is suggested as 3%. The long term strategy will work within this limit, unless the Authority specifically approves a revision.
- 2.4 Inflation is based upon Treasury projections, with the exception of pay inflation which has been set at 1% for the medium term in accordance

with Government guidance. All fuel inflation is monitored and updated annually based upon latest information.

3. The Medium Term Financial Strategy

3.1 Revenue Provision

3.1.1 The priorities of the Authority are laid out in the IRMP and Business Development Programmes. Whilst the Authority will seek to accommodate additional requirements, these will be considered against the backdrop of any Government cuts. A project will only progress where a tangible benefit will result and funding exists.

3.1.2 The Authority's revenue expenditure plans will be published each year in the Authority's budget book, which will be prepared in association with the IRMP and Business Development Programme and will seek to ensure resources are allocated appropriately. Where there is competition for resources, those areas of the Service directly contributing to the vision of the Authority will take priority, unless there are any overriding factors such as a legal imperative.

3.2 Capital Programme

3.2.1 The Capital Programme will be reviewed annually by the Policy and Resources Committee and published in February alongside projected schemes for a further three years. The summarised programme is attached at Appendix 2.

3.2.2 The Authority will seek to identify capital requirements in sufficient time to ensure that its assets are always adequate to support our needs, can be adequately resourced and fully funded.

3.2.3 Prior to approving capital schemes, whole life cost details must be considered and how the scheme fits with the Capital Programme and Asset Management Plan.

3.3 Funding

3.3.1 The Authority's projected net expenditure is funded from Government grant and council tax.

3.3.2 The Government grant is determined by the allocation of a fixed sum across all local authorities.

3.3.3 The Authority will continue to monitor the Government's approach to the spending review and the impact of any future change.

3.3.4 The level of council tax will be determined each year after considering the short term financial position and an assessment of the long term outlook. The Authority will try to ensure that the level of council tax is

sufficient to provide an appropriate level of service without causing the local taxpayer any undue hardship.

- 3.3.5 The strategy to keep council tax at or below 2% will incorporate the utilisation of general reserves whilst factoring in current acceptable increases. If funding significantly changes as a result of the formula review or unforeseen events cause the general reserve to dip below a perceived prudent level, then the impact on increasing this fund to local council taxpayers will not be more than 0.1% per annum.

3.4 Financial Contingency Planning

- 3.4.1 The Authority holds a general reserve to provide contingency against unforeseen events such as a higher than usual level of operational activity or period of industrial action. This reserve may also be used to fund short term delays in realising on-going budget cuts.
- 3.4.2 Earmarked reserves are created to provide a contingency against foreseeable events that have a reasonable degree of likelihood but where timing is uncertain. The major reserves held by the Authority relate to ill health pension payments and future property development and enhancements.
- 3.4.3 The Authority will insure against relevant risks, taking into account the size of premiums and previous claims experience.
- 3.4.4 The level of working balances will be maintained at a level that provides the Authority's Treasurer with an adequate safeguard against the risk of cash flow interruptions.
- 3.4.5 The Policy on Reserves is attached at Appendix 3, along with a medium term projection.

Appendix 1

	Current CSR	2020 - 2024 - CSR				Notes
	2019/20	2020/21	2021/22	2022/23	2023/24	
RSG	2,750	2,578	2,406	2,234	2,063	
Business Rates	3,820	3,820	3,820	3,820	3,820	
Top up	2,240	2,240	2,240	2,240	2,240	
CT Freeze Grant						
Transition Grant						
	8,810					
Grant Cuts to be Found	-331	-172	-172	-172	-172	
% Grant Cut	-4%	-6%	-7%	-7%	-8%	
Add Pressure (Inflation)	-503	-511	-519	-510	-512	Pay Awards @ 2% plus Pension Pressure from 2020/21
Potential Pension Pressure		-328	-109	-109	-109	
Total Pressure	-834	-1,011	-800	-791	-793	
	2019/20					
Band D Houses (Estimated)	281,248	285,613	288,782	291,670	294,587	Housing Growth @ 1%
Band D Council Tax	£70.93	£73.06	£75.25	£77.50	£79.83	CT Increase of 3%
Differential	£2.07	£2.13	£2.19	£2.26	£2.33	
Additional Funding from CT increase	581	608	633	658	685	
	19,948	20,866	21,730	22,606	23,517	
Additional Precept Funding	806	917	864	876	911	
Remaining Cut to be Found	-28	-94	64	85	118	

MEDIUM TERM CAPITAL PROGRAMME 2019/20 TO 2022/23

	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000
CAPITAL EXPENDITURE				
Vehicle Replacement Programme	1,435	1,176	1,843	1,447
Equipment	263	314	209	272
Property Maintenance & Land	1,205	1,210	500	500
IT & Communications	350	350	350	350
TOTAL EXPENDITURE	3,253	3,050	2,902	2,569
	0	0	0	0
FINANCED BY:				
Loan	0	0	1,100	1,587
Capital Receipts	-91	-41	-85	-108
Revenue Contribution to Capital Outlay (RCCO)	1,073	1,088	1,061	1,090
Transfer from Reserves	2,271	2,003	826	0
Capital Grants	0	0	0	0
TOTAL RESOURCES	3,253	3,050	2,902	2,569

Policy on Reserves

- 1.1 The key aims of the Medium Term Financial Strategy (MTFS) are to provide a sound financial base for the delivery of the Authority's medium term priorities and to secure the necessary revenue and capital resources to deliver these priorities. As part of this strategy and in assessing its annual budget requirement, the Authority will maintain reserves at a level appropriate to help ensure financial stability and to meet identified potential future commitments.
- 1.2 Reserves will be distinguished in the balance sheet in accordance with the CIPFA Statement of Recommended Practice whereby:

A reserve is a contingency to meet a specific anticipated future requirement such as a potential liability or a smoothing of net expenditure (earmarked reserves) or to help cushion the impact of uneven cash flows, unexpected events or emergencies (general reserve).
- 1.3 Reserves will be managed in accordance with the Authority's Financial Regulations.
- 1.4 Reserves will not, except under extreme circumstances, be used to support on-going expenditure. However in certain circumstances they may be used to cushion significant fluctuations in expenditure.
- 1.5 The level of reserves will be reviewed annually by the Fire Authority Treasurer, in consultation with the Policy and Resources Committee, as part of the annual budget process and when preparing the final accounts to ensure that the purpose, amounts and timing for each item is still relevant and appropriate.
- 1.6 As part of the regular review a risk assessment of each reserve, considering likelihood of the liability and its potential impact, will be carried out to inform assessment of need.
- 1.7 The total amount held will be determined by the assessment of financial need rather than by application of artificial parameters.
- 1.8 Reserves will be held on the balance sheet and controlled by the Treasurer; transfers will be made at the year-end directly from the revenue accounts.
- 1.9 The Treasurer will report on the adequacy of reserves each year as part of the budget process, both for the coming year and in respect of the medium term financial strategy. This report will specifically identify any application of reserves to support on-going expenditure.

Summary of CFRS Reserves			
	2017/18 Opening Balances	2017/18 Applied Reserves	2018/19 Opening Balances
	£	£	£
Property Reserves			
Property Development Reserve	4,443,517	-	4,443,517
Capital Grants Unapplied	4,224,335	-1,637,513	2,586,822
Capital Receipts	1,206,041	227,152	1,433,193
Total Property Reserves	9,873,893	-1,410,361	8,463,532
Other Reserves			
General Reserves	2,422,764	48,500	2,471,264
Community Fire Safety	200,000	0	200,000
Revenue Pension	823,860	0	823,860
Wholetime Recruitment	975,000	0	975,000
Total Other Reserves	4,421,624	48,500	4,470,124
Total CFRS Reserves	14,295,517	-1,361,861	12,933,656

Agenda Item no. 7

TO: Cambridgeshire and Peterborough Fire Authority

FROM: Assistant Chief Fire Officer (ACFO) - Rick Hylton

PRESENTING OFFICER(S): Assistant Chief Fire Officer (ACFO) - Rick Hylton

Telephone 01480 444500

rick.hylton@cambsfire.gov.uk

DATE: 1 November 2018

RESOURCING FOR SPATE CONDITIONS

1. Purpose

- 1.1 The purpose of this report is to advise on the Service's response to the spate conditions in the summer of 2018 and the associated impact on resourcing and financing.

2. Recommendation

- 2.1 The Fire Authority is asked to note the contents of this report.

3. Risk Assessment

- 3.1 **Political** – effective operational response is predicated on weight and speed of response. Resourcing for all foreseeable risks is a requirement of the Fire Authority, failure to do so may result in the Authority being unable to meet public expectations.
- 3.2 **Legal** – the National Framework for Fire and Rescue Services (England) sets an expectation that fire services will have plans in place to respond to all foreseeable risks within their area. Furthermore, responding to fires is a statutory duty placed on fire and rescue services within the Fire and Rescue Services Act 2004.
- 3.3 **Financial** – periods of high demand in terms of call rates and protracted incidents increases financial pressure on the Authority and may result in the need for the Authority to supplement agreed budgets via the use of reserves.

4. Background

- 4.1 This year, the UK experienced one of the hottest summers on record. As has been the case in the past, prolonged periods of extreme weather can place an extremely high level of demand on our operational resources; when this occurs we term it 'spate conditions'. Between 17 June and 17 July 2018 Cambridgeshire Fire and Rescue Service (CFRS) responded to 851 incidents,

resulting in over 1500 mobilisations. Around 40% of these calls were to fires in the open affecting mainly farmland and woodland areas.

- 4.2 These types of fires, due to their tendency to spread quickly and over a large area, require a large number of resources to be mobilised. As an illustration, in the same period, the Service mobilised four plus fire engines to 41 incidents; a significant increase to normal levels of demand. In addition the tactics for extinguishing these types of fires are physically demanding on fire crews meaning that crews need to be rotated frequently.
- 4.3 In addition to responding to a large incident, the hot spell increased demand on the Service. It was not unusual during the month of July to have nine separate incidents ongoing at any one time.
- 4.4 CFRS proactively manages appliance availability. Modelling of risk and response times has demonstrated that the optimum number of appliances is 14 during the daytime. These appliances, when in key locations within the county, enable the Service to make the most effective response to incidents.
- 4.5 This model enables the Service to deal with day to day demand and enables sufficient resources to deal with foreseeable risk. In the event of spate conditions however there is a risk that the number of appliances may not be sufficient to deal with the number of calls being received within the normal performance measures.

5. Managing Spate Conditions

- 5.1 Upon the onset of spate conditions the Service sets up the Major Incident Command Area (MICA) within Headquarters. The primary objective of this function is to work with Fire Control and Command to increase the number of available resources. This may be fire appliances or Officers.
- 5.2 CFRS operates a recall to duty policy. Activation of this enables the Service to increase the number of available Officers. These Officers are required to act as Incident Commanders at larger incidents together with undertaking coordination roles within MICA.
- 5.3 Fire appliance availability is increased by contacting On-Call staff who are booked off duty and requesting their return and by taking staff at stations that may be unavailable due to crewing shortages and moving them to another station to make up a crew. This system, whilst resource intensive in terms of making the arrangements, is well tested and delivers on average an additional three to six fire appliances.
- 5.4 Table 1 below provides Members with an illustrative view of our resourcing needs over part of the spate period. Column 1 shows the date of the spate period, column 2 highlights the number of resources available to the Service as per our planning assumptions set out in paragraph 4.4 above and column 3 provides an indication of the number of appliances that were required to deal with that spate period. The final column displays the number of appliances the

Service delivered as a result of the actions of our 'spate conditions' procedure.

Table1. Spate Condition Resourcing Requirements 19 July to 7 August 2018

Date	Number of appliances contracted to be available	Number required to meet demand	Total Number of appliances delivered as a result of Spate Protocol
19.07.2018	16	12	19
21.07.2018	15	10	18
26.07.2018	17	24	24
04.08.2018	13	10	17
06.08.2018	16	18	19
07.08.2018	15	20	21

- 5.5 Members will note from Table 1, the spite conditions over the summer period did on occasions place pressure on our resources however it should also be noted that due to the arrangements the Service has in place for managing such occurrences, it was able to match resourcing to demand. Any changes in the future to this resourcing will therefore impact on the Service's ability to meet such a demand going forward. It should further be noted that this was possible due to the flexibility and willingness of our staff to support the Service and the communities they serve. Chief Officers have publicly thanked the hard work and commitment of our staff during this period.
- 5.6 The financial cost of the spite period is difficult to fully quantify at this time. Additional cost will have been incurred from additional appliance movements and from wholtime staff overtime. The easiest quantifiable cost is from On-Call wages as a result of both attendance at incidents and providing resilience arrangements. This has cost the Service circa £70,000.

6. Learning and Future Improvements

- 6.1 Spate conditions are becoming more and more common. As a result of our desire to continually improve the service we provide, we identify learning and areas of improvement after each activation.
- 6.2 As a result, the following areas will be taken forward as part of the Service planning process, with a view to making the management of spite conditions more effective;
- review of the location, resourcing and technology available to MICA,
 - implementation of a trial 'phased response ' model for On-Call staff,
 - consideration given to the most effective way to manage relief crews,
 - alignment of roles and responsibilities of MICA and Combined Control,
 - agreed protocol for the management of spite conditions with Suffolk FRS.

BIBLIOGRAPHY

Source Documents	Location	Contact Officer
Incident data June to August 2018 CFRS On-Call availability July to August 2018	Business, Intelligence and Performance. Hinchingsbrooke Cottage Brampton Road Huntingdon	ACFO Rick Hylton rick.hylton@cambsfire.gov.uk 01480 444500

TO: Cambridgeshire and Peterborough Fire Authority

FROM: Deputy Chief Executive Officer - Matthew Warren

PRESENTING OFFICER: Democratic Services Officer – Dawn Cave

Telephone 01223 699178
dawn.cave@cambridgeshire.gov.uk

DATE: 1 November 2018

DATES OF FIRE AUTHORITY MEETINGS 2019-20

1. PURPOSE

- 1.1 To consider the scheduling and co-ordination of dates of meetings of the Authority and its Committees.

2. RECOMMENDATIONS

- 2.1 The Authority is asked to agree the schedule of meetings for 2019/20.

3. RISK ASSESSMENT

- 3.1 **Political** – It is important to agree the schedule of meetings for 2019/20 in advance to ensure the effective operation of the Fire Authority's democratic process.

4. SCHEDULE OF MEETINGS

- 4.1 A schedule of meetings for 2019/20 is attached at **Appendix A**. The schedule has been prepared taking into account future key meetings proposed for Cambridgeshire County Council and, where available, Peterborough City Council. School holidays, including half term dates, have also been avoided where possible.
- 4.2 The schedule includes the 2018/19 dates, including additional and date changes made during the year.
- 4.3 If the forthcoming review of the Fire Authority's governance arrangements results in changes to the Committee structure, the attached schedule may need to be revisited.

CALENDAR OF MEETINGS 2018/19

MEETING	Time	July	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June
Member Away Day	2.00pm											
Overview & Scrutiny	2.00pm	24/07/18		11/10/18			10/01/19		28/03/19			
Policy & Resources	10.30am	26/07/18	25/09/18	4/10/18		20/12/18	31/01/19			25/04/19		27/06/19
FIRE AUTHORITY Seminar	2.00pm (10:00am)				01/11/18			07/02/19				20/06/19
Performance Review	10.30am	06/07/18		02/10/18		04/12/18			05/03/19			25/06/19
Appeals			06/09/18		20/11/18		18/01/19		14/03/19			27/06/19
Joint Consultative Committee	10.00am	10/07/18	06/09/18		29/11/18		08/01/19		28/03/19			04/06/19

CALENDAR OF MEETINGS 2019/20

MEETING	Time	July	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June
Member Away Day	2.00pm											
Overview & Scrutiny	2.00pm	25/07/19		03/10/19			09/01/20			02/04/20		
Policy & Resources	10.30am	18/07/19		10/10/19		19/12/19	30/01/20			23/04/20		18/06/20
FIRE AUTHORITY Seminar	2.00pm (10:00am)				07/11/19			05/02/20				25/06/20
Performance Review	10.30am	05/07/19		01/10/19		05/12/18			03/03/20			23/06/20
Appeals			05/09/19		19/11/19		17/01/20		12/03/20			25/06/20
Joint Consultative Committee	10.00am	09/07/19	05/09/19		28/11/19		07/01/20		26/03/20			02/06/20

APPOINTMENTS TO COMMITTEES, OUTSIDE ORGANISATIONS AND OTHER BODIES
POLICY & RESOURCES COMMITTEE (9 members)

KEVIN REYNOLDS	C
DAVID OVER	C
SIMON BYWATER	C
TERRY ROGERS	C
MANDY SMITH	C
MIKE SHELLENS	LD
LUCY NETHSINGHA	LD
MOHAMMED JAMIL	L
DEREK GILES	IND

OVERVIEW AND SCRUTINY COMMITTEE

(8 members not to be appointed to the Policy and Resources Committee)

IAN GARDENER	C
MAC MCGUIRE	C
LYNDA HARFORD	C
JANET GOODWIN	C
JOHN GOWING	C
SEBASTIAN KINDERSLEY	LD
ANDREW BOND	LD
JOCELYNNE SCUTT	L

APPOINTMENTS COMMITTEE (7 members)

KEVIN REYNOLDS	C
TERRY ROGERS	C
MAC MCGUIRE	C
DAVID OVER	C
MIKE SHELLENS	LD
SEBASTIAN KINDERSLEY	LD
MOHAMMED JAMIL	L

PERFORMANCE REVIEW COMMITTEE (3 Members + 2 Substitutes)

TERRY ROGERS	C	
KEVIN REYNOLDS	C	
SEBASTIAN KINDERSLEY	LD	
MAC MCGUIRE	C	Substitute
MIKE SHELLENS	LD	Substitute

APPEALS (PENSIONS) COMMITTEE (3 Members + 2 Substitutes)

DAVID OVER	C	
JOHN GOWING	C	
MIKE SHELLENS	LD	
TERRY ROGERS	C	Substitute
LUCY NETHSINGHA	LD	Substitute

FIRE AUTHORITY DISCIPLINE COMMITTEE (3 Members + 2 Substitutes)

LYNDA HARFORD	C	
SIMON BYWATER	C	
SEBASTIAN KINDERSLEY	LD	
MAC MCGUIRE	C	Substitute
ANDREW BOND	LD	Substitute

FIRE AUTHORITY APPEALS COMMITTEE (3 Members + 2 Substitutes)

KEVIN REYNOLDS	C	
IAN GARDENER	C	
LUCY NETHSINGHA	LD	
MANDY SMITH	C	Substitute
MIKE SHELLENS	LD	Substitute

JOINT CONSULTATIVE COMMITTEE (7 Members + 6 Employee Representatives)**[Not subject to proportionality]**

Fire Authority Members (7)	
SEBASTIAN KINDERSLEY	LD
LUCY NETHSINGHA	LD
KEVIN REYNOLDS	C
JANET GOODWIN	C
SIMON BYWATER	C
MAC MCGUIRE	C
JOCELYNNE SCUTT	L

LOCAL STRATEGIC PARTNERSHIPS**[Not subject to proportionality]**

Greater Peterborough Partnership	Vice-Chairman	
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COMBINED AUTHORITY

Combined Authority	Vice-Chairman	C
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CRIME AND DISORDER REDUCTION PARTNERSHIPS/**COMMUNITY SAFETY PARTNERSHIPS****[Not subject to proportionality]**

Cambridge City	SEBASTIAN KINDERSLEY	LD
East Cambridgeshire		C
Fenland	JOHN GOWING	C
Huntingdonshire	TERRY ROGERS	C
South Cambridgeshire	MANDY SMITH	C

MEMBER CHAMPIONS/LEAD MEMBERS**[Not subject to proportionality]**

Equality and Inclusion	MANDY SMITH
Health and Safety	SIMON BYWATER

LOCAL GOVERNMENT ASSOCIATION

KEVIN REYNOLDS		C
DAVID OVER		C
LUCY NETHSINGHA		LD

LOCAL GOVERNMENT ASSOCIATION FIRE SERVICES FORUM

KEVIN REYNOLDS		C
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TO: Cambridgeshire and Peterborough Fire Authority

FROM: Deputy Chief Executive Officer - Matthew Warren

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

DATE: 1 November 2018

REPLACEMENT MOBILISING SYSTEM UPDATE

1. Purpose

- 1.1 The purpose of this report is to provide the Fire Authority with an update on the position with regard to the replacement mobilising system.

2. Recommendation

- 2.1 The Fire Authority is asked to note the position with regard to the replacement of the mobilising system.

3. Risk Assessment

- 3.1 **Economic** – the replacement mobilising system will be a significant investment. The Service will look to mitigate the cost pressures by undertaking a full and robust procurement process.
- 3.2 **Technological** – the technological aspects of implementing a new mobilising system will be challenging. It will need to be Emergency Service Network (ESN) compliant and meet a detailed output specification.

4. Background

- 4.1 In November 2017, the Fire Authority approved a decision to procure a replacement mobilising system. A major consideration in proceeding down this route was to ensure any future system could meet the compatibility requirements of the new ESN.
- 4.2 Further to this decision, an approach by Bedfordshire Fire and Rescue Service to collaborate on the procurement of a solution was received in April 2018. This collaboration is a joint procurement of what will be the same control system, where resilience can be undertaken by the respective services owing to the system compatibility. It is anticipated at this time that the secondary control for each service will be the current primary controls of each fire and rescue service. This increased resilience will provide a significant improvement on the current

arrangement and will result in each service not requiring an in county secondary control facility.

5. Current Position

- 5.1 Since the start of the new year significant effort has been focussed on primarily getting the technical specification for the new system accurate for all those services affected. This work has involved Cambridgeshire, Suffolk and Bedfordshire. It is now nearing completion and the Project Board is seeking sign off in November 2018.
- 5.2 Once approved, the formal tender process will commence with timescales for review and award forecast to be in the first quarter of 2019. These timescales will obviously be dependent on the agreed final procurement route and the quality and number of tenders that are received. The implementation process is projected to take approximately 12 months, with go live expected in 2020.

BIBLIOGRAPHY

Source Documents	Location	Contact Officer
Fire Authority Papers November 2017	Hinchingbrooke Cottage Brampton Road Huntingdon	Matthew Warren 01480 444619 matthew.warren@cambsfire.gov.uk

CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY
POLICY AND RESOURCES COMMITTEE: MINUTES

Date: 26th July 2018

Time: 10.30 am – 12.noon

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

Present: Councillors: D Giles, M Jamil, L Nethsingha, D Over (Vice Chairman), K Reynolds (Chairman) and M Smith

60. APPOINTMENT OF CHAIRMAN / WOMAN

It was resolved to appoint Councillor Reynolds as the Chairman of the Policy and Resources Committee for 2018/19.

61. APPOINTMENT OF VICE CHAIRMAN / WOMAN

It was resolved to appoint Councillor Over as the Vice-Chairman of the Policy and Resources Committee for 2018/19

62. APOLOGIES FOR ABSENCE

Apologies for absence received from Councillors Bywater, T Rogers and M Shellens.

63. DECLARATIONS OF INTEREST

None.

64. MINUTES OF THE MEETING HELD ON 12th APRIL 2018

The minutes of the meeting held on 12th April 2018 were confirmed as a correct record and were signed by the Chairman.

65. POLICY AND RESOURCES COMMITTEE MINUTE ACTION LOG

With reference to the published Log and Minutes from the 12th April meeting the following oral updates were provided:

From the Minutes:

- Minute 57 – ‘Integrated Risk Management Plan Refresh Update’ with reference to the discussion on fire assessments for schools and the request for further assurances that those schools located furthest from fire stations were visited as often, it was orally reported that 72 full audits had been carried out to primary and secondary schools, with 68 being fully compliant. There had also been 160 engagements with other

schools. Councillor Bywater had been provided with the details. **Action completed**

From the Action Log:

- Page 11 Update on Strategic Workforce Objectives - b) the action to start scoping a Membership Review had been progressed at the Fire Authority on 21st June when it had agreed to convene a Member-led working group to review governance arrangements and therefore it was more appropriate to change the status of action b) as being **Action completed**.
- Page 12 Minute 32 Annual Review of the Operation of ICT Shared Service Agreement – the pay structures with Bedfordshire had now been aligned. In terms of the Chairman meeting with his opposite Chairman / woman in Bedfordshire, it had still not been possible to commit the latter to a meeting date despite the Officers best efforts. **Matthew Warren had now taken personal responsibility to progress the action.**

The Minute Action Log was noted.

66. MINUTES OF 29TH MARCH OVERVIEW AND SCRUTINY COMMITTEE

The minutes for the Overview and Scrutiny Committee meeting held 29th March were noted.

67. CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY BDO EXTERNAL AUDIT COMPLETION REPORT – AUDIT FOR THE YEAR ENDED 31ST MARCH 2018 AND STATEMENT OF ACCOUNTS

Using the Chairman discretion available to him under 100B (4) (b) of the Local Government Act 1972, the Chairman agreed to receive both the Audit Completion report (Item 7) and the Accounts Report for the year ending 31st March 2018 (item 8) that had not been available at the time of the original despatch agenda and had been published less than five working days before the meeting, The reasons for lateness for both accounts reports had been the earlier date for their production with the reason for urgency being the need to sign off by 31st July.

The report at Agenda Item 7 summarised the results of completing the planned audit approach, specific audit findings and areas requiring further discussion and/or attention in relation to the Authority's financial statements and use of resources for the year ended 31 March 2018.

The final Statement of Accounts at Agenda Item 8 provided information on all aspects of income and expenditure in the financial year 2017/18.

The Annual Governance Statement, covering for the same period, had been approved by the Overview and Scrutiny Committee in March 2018, and had

been published on the website via the following link

http://www.cambsfire.gov.uk/Annual_Governance_Statement_17-18.pdf

In introducing the Audit Completion Report and apologising for the late submission, Zoe Thompson highlighted the challenge for both the Authority and BDO in aiming to achieve the much earlier sign off date for the Fire Authority accounts of 31st July (Previously the deadline was the end of September). She thanked the Finance Team for their close co-operation and responsiveness to queries raised, on what had been a very pressured environment.

The key issues highlighted were:

Audit Status: BDO had substantially completed their audit procedures in accordance with the planned scope and their objectives had been achieved. Oral updates on the 'Outstanding Matters Schedule' since the report's publication included:

1. **Receipt of outstanding Information** – confirming none were now outstanding.
2. **Completion of audit procedures relating to valuation of Land and Buildings** – Some information on values were awaited relating to calculations on floor plans.
3. **Receipt of bank an investment confirmation from Lloyds PLC and National Westminster bank PLC** – these were still awaited.
4. **Receipt of final draft of statement of accounts and completing of audit procedures to confirm all agreed amendments had been made** – this had been received.

Audit Risk Update: No additional significant audit risks were identified during the course of BDO's audit procedures subsequent to their Audit Plan dated 9th January 2018.

Materiality: Following receipt of the draft financial statements, showing gross expenditure lower than that used to calculate materiality at the planning stage, the final materiality threshold had reduced from £890,000 to £800,000.

Materiality misstatements – subject to the completion of the outstanding matters set out on page 5 of their Report – BDO's audit had not identified any material misstatements.

Unadjusted Audit differences - The Committee's attention was drawn to the following audit differences that BDO had identified, but which Fire Authority officers were not proposing to adjust as they did not have a material impact These included:

- £105,000 relating to unadjusted misstatements identified by their 2016/17 audit.

- £583,000 relating to overstatement of the net pension liability associated with the Local Government Pension Scheme due to a difference between the value of the investments used by the Actuary to calculate the net pension liability and the value of investments recognised in the Pension Fund's financial statements. (The difference between the value at 31st December to 31st March).
- An identified £165k overstatement of the revaluation reserve - this had no material effect on the overall reserve and would be adjusted in the financial year.

Control Environment - There had been a substantial number of deviations from the Code in the draft accounts which was linked to the introduction during the year of a new software package. The unaudited statement of accounts certified by the Treasurer and published on 31 May 2018 contained a number of material departures from the requirements of the Code. BDO indicated that Management had been unable to demonstrate that the unaudited statement of accounts was subject to robust checks or an appropriate level of review by a senior officer prior to publication. The same issue had been reported on the completion of last year's audit.

Use of Resources Risk assessment: BDO's risk assessment had not identified any use of resources significant risks. No additional work was required.

BDO's Audit Opinion was set out as follows:

Financial Statements: As an update BDO confirmed that they would be issuing an unqualified opinion on the financial statements for the year ended 31st March 2018.

Regarding the section from page 6 onwards on Key Audit and Accounting Matters and the significant risk section, the following were highlighted;

- Management Override of Controls – No matters to report.
- Other Income Fraudulent Revenue Recognition - No matters to report.
- Valuation of Land and Buildings – The audit was largely complete with no expectation of any issues
- Pension Liability Assumptions – already referred to earlier.
- Production of Financial Statements compliant with CIPFA's Code of Practice. The Deputy Chief Executive would be working with CIPFA to ensure the points highlighted in this section would not be an issue.
- Faster close timetable and capacity of the Finance Team – The former had not happened for the reasons as detailed, including the introduction of the new CIPFA software package. The Deputy Chief Executive explained that the Fire Authority was statutorily required to undertake the faster close timetable and had chosen to implement the software this

year as the Head of Finance would be going on maternity leave and therefore the decision had been taken to implement early.

Page 21 Recommendations and Action Plan – these had been accepted and responded to by Fire Authority Management.

In discussion the following issues were raised:

- There was a request for further explanation on who valued the Fire Authority's land and buildings. It was explained that a professional valuer was employed to do this, but that they changed every year as the Fire Authority's buildings were unique and a different valuer would estimate a different valuation. As he was not a professional valuer, the Deputy Chief Executive could only challenge valuations so far. It was highlighted that the value of property and land for the Accounts was estimated differently from a commercial valuation.
- Concern was expressed by the Chairman on the lateness of the accounts reports. He explained that two members of the Committee were absent as they were attending a County Council Pensions Committee meeting at the same time as this Committee, and would have provided a more detailed challenge if they had been able to view the Accounts at an earlier point. The officers involved in the accounts production were however congratulated by the Committee for having received such a clean bill of health from the external auditor. **Action: The Deputy Chief Executive was requested to pass on the thanks of the Committee to all the relevant staff involved.**
- Democratic Services to review the timing of the meeting in terms of clashes with other Committees for the next year. **Action: D Cave**

It was resolved to:

- 1) Approve the Audit Completion Report.
- 2) Approve the final Statement of Accounts and to authorise the Chairman to sign them following the meeting.

68. FIRE AUTHORITY RESERVE STRATEGY

This report provided the Committee with an outline of the current position with regard to reserves held by the Service, and seek approval for the use of reserves to reduce revenue expenditure.

The proposals were:

- ***The utilisation of reserves to invest in property.*** As the current rate of return on cash investments continued to be poor it was more beneficial for the Authority to utilise reserves rather than borrow.

- ***The utilisation of reserves to avoid borrowing.*** As the cost of borrowing was greater than the return on cash investments, it was more cost effective to use funds currently held. Officers would regularly review this, to ensure the policy remained beneficial.
- ***The utilisation of reserves to meet future demands on revenue.*** It was anticipated that there would be no additional Government funding in the future to allow for significant investment in the Authority's asset portfolio. The purpose of the General Reserve was to allow flexibility when managing the financial challenge. Having assessed the level of the General Reserve, officers recommended that it was utilised to offset borrowing in the short- term, reducing it to a still prudent level.
- ***The utilisation of the On-Call Operations Reserve to create a Wholetime Recruitment Reserve.*** The On-Call reserve was created to fund potential changes to the On-Call system. However as the project progressed it was apparent that this reserve would not be utilised to invest in one-off areas of expenditure and had consistently underspent. It was therefore proposed to re-name the reserve and use it to fund investment in additional wholetime firefighters. The aim was to help address the significant firefighter recruitment required over the coming three to four years as firefighters retired. At the current time the Service was still four below establishment.
- ***The Community Safety Reserve.*** This reserve would be managed as a fund on behalf of the Authority. Release of funds would be subject to a successful bidding process made by partner organisations. Any bid would have to meet success criteria based around community risk reduction.

In discussion:

- As it was recognised that while in the past firefighters tended to stay for a considerable number of years in the Service, as a result of better pay opportunities elsewhere, (especially for drivers leaving to become train drivers) a question was raised regarding what was the age range of new recruits and what was the wastage level in particular age groups. In reply the average age of recruits was under thirty. In terms of leavers in particular age bands, this information would be collected and provided to the Member outside of the meeting. **Action: John Anderson to provide Councillor Nethsingha with leaver figures broken by age groups.**
- It was confirmed that the numbers added by the recent wholetime recruitment exercise had been more than balanced out by leavers. Projections estimated that by 2022 the average service of firefighters would be seven years - it was currently 14 years. The Chairman added that historically the average service length had been between 20-25 years and it was issues with pay and pensions which now made the

Service a less attractive career choice. Sixty to seventy current staff were expected to be lost in the next five years.

It was resolved:

To approve the reallocation and utilisation of the On-Call Operations Reserve as detailed in Paragraph 5 of the report to be re-named Wholetime Recruitment Reserve to be used to invest in wholetime firefighters.

69. PROPERTY UPDATE – JULY 2018

This report provided an update on police and fire collaborative schemes under the following headings:

Monkswood Training Centre Update

The formal pre-application advice was received in March 2018. It was anticipated that all reports required for the planning application would be completed by August 2018 with the intention being for a full application to be submitted in September 2018 and approval anticipated by the end of the year. It was confirmed in reply to a question on consultations undertaken, that English Nature were not objecting to the proposals as the plans did not involve chopping down trees or affecting the surrounding habitat.

Huntingdon Fire Station

The police were currently undertaking an assessment on land within their Headquarters site to establish whether a fire station could be accommodated. A full report would be prepared in the autumn detailing whether it was a viable project.

St Neots Fire Station

The police and fire property teams continued to work collaboratively to fully understand the requirements for the police station to be incorporated into the fire station at St Neots. Currently building plans were anticipated to be available for October.

Wisbech Fire and Police Station

In respect of the police developed scheme to extend Wisbech fire station to enable the creation of a joint facility, a revised planning application had been submitted to Fenland District Council with an expectation that planning approval would be received over the coming weeks.

In discussion:

- The Chairman confirmed that what-ever the outcome of the current judicial review regarding merging the police and fire services, the

intention from the Fire Service was that the highlighted schemes would continue.

- In respect of the progress on the judicial review, the monitoring officer advised that unless a decision to confirm whether the Fire Authority could go ahead with a full hearing was taken by the next day, it would not then be ruled on until September due to the forthcoming summer recess, and therefore any hearing date would not be until January.

It was resolved:

- a) To note the progress made to date.
- b) To approve the next steps as set out in the report.

70. STRATEGIC RISK AND OPPORTUNITY MANAGEMENT REGISTER

This report provided an update highlighting those risks that were considered above the risk appetite of the Authority with the distribution of risk from the strategic risk register shown in Appendix 1 to the report.

The following risks were highlighted, with the report detailing the mitigations in place:

- ICT cyber-attacks - this remained the highest risk posed to the Service.
- The Service had a collection of risks detailing the threat posed to the organisation through the decline of operational calls resulting in a lack of operational experience and a higher turn-over of staff. This along with the reliance on On-Call staff to maintain operational cover and retention and recruitment challenges meant this was a significant risk area for the organisation.
- The introduction of the General Data Protection Regulations.
- The lack of clarity on the project timescales around the Emergency Services Mobile Communications Programme (run by the Home Office) and the potential for costs to increase to support the existing system. The programme was now taking forward an options appraisal to decide on how it was to progress, with options to either cancel the project or to take forward a phased implementation.
- Risks relating to health and safety.
- Two risks relating to the ICT shared service, the joint administration and also the continued investment required in ICT to maintain currency.
- The reliance on key members of staff and resources levels - could result in delays to the achievement of Service deliverables if absent.

- The potential reputational risk as a result of the new Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) inspectorate process. The inspection had taken place the previous week and appeared to have gone well with the expectation that a draft report would be produced in October and a final report in December.
- The ongoing discussions around a national pay award with a financial risk should the final award be higher than the 2% budgeted for.
- The reliance on a number of suppliers to provide core ICT systems.

Details were provided of the Community Safety activities being progressed to help reduce the risk posed by the increase in more vulnerable and isolated older people in the community and the potential for increased fire deaths and injuries. Portable misting systems had been procured and deployed and had already saved two lives. In reply to a question on whether these were considered a more affordable alternative to sprinkler systems the reply was that at £10ka unit, the Service was only able to afford 6-8 at the current time and deploy them to those considered most vulnerable through effective data sharing with Social Care services staff. The preference would still be for sprinkler systems to be installed in buildings.

Work remained ongoing for the introduction and adoption of the National Operational Guidance (NOG).

In discussion:

- Councillor Nethsingha who was attending the National Social Care conference in the Autumn indicated her willingness to highlight the brilliant work already achieved by the deployment of the portable misting systems.
- Regarding the Government announcement the previous day on substantial increases in in other areas of Public Sector Pay, this represented a high risk that the Government would announce a pay deal for the Fire Service above 2%. It was suggested that this should be used as an example of why the Fire Service required to hold a larger reserve than some people might think was required. .

Having reviewed the Strategic Risk Report the Committee:

Noted both the report and the Risk Distribution as set out in Appendix 1 to the Officer's report.

71. FIRE AUTHORITY PROGRAMME MANAGEMENT – MONITORING REPROT

This report presented an update against the projects for 2018-19.

Officers highlighted the following areas and provided an oral update in respect of the following Type 3 (High) Projects:

- **P0105 General Data Protection Regulation Implementation Project** – green - as the Authority was ready in May and assurances were put in place.
- **P108 Replacement ICCS and Mobilising Solution** – the procurement documents were being prepared to enable tendering to be undertaken in September. It was believed it would be broadly in line with budget and the Government grant available. Bedfordshire were also looking to buy the system.
- **P0104 Implementation of Wholetime Shift System** - This was going well with the roving pumps proving a great success. A significant number of home visits had been carried out. In reply to a question on whether the firefighters liked working with them, there had been no complaints from the stations as they were receiving calls and could see the benefits.
- **P073 Asset Management Software** – The Authority was the first in the Country to use it replacing a very old data base. There was now interest from the London Fire Service.
- **P084 - Review of Reporting** – The Authority had fulfilled all requests from of HMICFRS and had been achieved in a timely manner.
- **P089 ESMCP - Emergency Services Mobile Communications** – This was still awaiting the Home Office announcement.
- **P109 – Virtual Desk Top Infrastructure Project (VDI) Upgrade Shared Service Project** - The tender process was complete with the contractor due to start in September Cambridgeshire
- **P088 – On-Call Project Stage 2** – The alternative appliances were now to be delivered in September. There were to be a number of events being arranged to celebrate the On-Call Service. **Action: Rick Hylton to send Members with dates when known.**
- **P098 – Cambridgeshire Public Services Network (CPSN)** – Discussions had been undertaken with the successful tenderer. A report would come back in September as there were risks around transition arrangements and the associated costs. This was an ongoing piece of work.
- **P102 – Unified Comms (Shared Service Project)** This was expected to be fully implemented by next Month (August) but would not go operational until later in the year.
- **P111 Day Crewed Shift System Project** - Two business cases involving seven and five day shift system was being looked at.

Type 2 Projects – request for updates on the following:

- **P101 CFRMIS (Community Fire Risk Management Information Systems)** – the job description for the administrator had been signed off with advert out in July and a projected start date of early September.
- **P093 Co-Responding Project** – three firefighters from March were still awaiting the East of England Ambulance Service (EEAS) to complete their CBS checks and so were currently unable to attend any co-responding calls. As an update on the project and the three pilots, as

previously explained St Neots Station had dropped the scheme due to Union issues. The scheme was still operating at Ramsey and Wisbech but there had been a 50% drop off in calls. It was explained that the EEAS originally had fifteen stations involved in the project, but this had now reduced to two. The Union was still unhappy for their Members to continue without a National Agreement. The options on whether to continue with the scheme or drop it completely might require a report for decision in October.

It was resolved:

To note the Programme Status Report as at July 2018 as attached at Appendix 1 to the report and including any oral updates provided.

72. WORKFORCE DIVERSITY

This report had not been available at the time of the original despatch agenda and had been published less than five working days before the meeting. The Chairman having taken into account that the report had been requested by the Committee and that the delay in its production had been due to technical issues agreed to take this report using the Chairman discretion available under 100B (4) (b) of the Local Government Act 1972

As Members had, had little time to read the report with hard copies being tabled at the meeting, Jon Anderson the report presenter read out all the relevant paragraphs from 4.1 to 6.6 of the Officer's report. They have been included as an appendix to these Minutes.

In discussion:

- The Officers were congratulated on producing an excellent report. One Member while welcoming the increase in the proportion of female operational staff and managers, noted that operational staff were still dominated by white males and suggested that as the "Have a go" sessions had proved very successful, a session needed to be targeted to Black and Minority Ethnic (BME) Communities.
- Councillor Nethsingha requested details outside of the meeting of the numbers of BME people who had attended tests and then gone on to join the Service. - **Action Jon Anderson / Alison Scott.** Whilst accepting the number of applicants from BME was low, it was known that there was a 50% drop out from the test sessions. If it could be shown this drop out rate was consistent, whatever the person's ethnicity, it would not be such an issue. It was suggested and agreed that the qualification requirements of Five GCSE's including English should be reviewed by officers as potentially being a barrier.

- Another Member suggested that the report should be widely publicised to highlight the strides that had been made to make the Service workforce more diverse.

Another Member while also agreeing that the report showed progress and was going in the right direction, highlighted that for the BME communities the Fire Service was still not seen as being as attractive as joining the Police. There needed to be more publicity highlighting that the Service was a lot more than just fighting fires and should include a percentage breakdown of the different elements of the job. As an attempt to widen recruitment it was explained that the Service were working closely with the Regional Colleges to include the Fire Service in their Public sector studies.

It was resolved:

To note the progress made as at June 2018.

73. POLICY AND RESOURCES COMMITTEE WORK PROGRAMME

The work programme was noted.

74. DATE OF NEXT MEETING

Members noted that the next meeting was scheduled for 4th October 2018.

Councillor Giles asked in advance that his apologies be given for the October and December meetings.

FIRE AUTHORITY CALL OUTS DURING JUNE-JULY

At the request of the Chairman using his discretion, officers were asked to provide details the additional pressures placed on the Service during June and July as a result of the increase in the number of fires resulting from the extended period of extreme hot weather. Amongst the figures reported was that there had been a total of 2032 calls to fire stations with 1,577 mobilisations, mainly in rural areas. There had been 320 fires in the open compared to 4 to 6 in a normal six month period.

There was a request that the Fire Service increase publicity regarding the need to ensure that outside BBQ's were properly extinguished after use.
Action

Chairman
4th October 2018

CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY
POLICY AND RESOURCES COMMITTEE: MINUTES

Date: 4th October 2018

Time: 10.30 am – 11.30 am

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

Present: Councillors: S Bywater, M Jamil, L Nethsingha, D Over, K Reynolds (Chairman) T Rogers and M Shellens.

70. APOLOGIES FOR ABSENCE

Apologies for absence received from Councillors D Giles and M Smith.

71. DECLARATIONS OF INTEREST

None.

72. MINUTES OF THE MEETING HELD ON 26th July 2018

Clarity was sought on a number of points in the minutes including;

- *Point 25 – Minute 57 ‘Integrated Risk Management Plan Refresh Update’.* Would updates on the audits carried out regarding Fire Assessments on Schools be provided **Action RH to provide an update**
- *Point 67 (Page 7 of 44) Unadjusted Audit Differences*
It was clarified that they were carried forward from year to year but were adjusted in the financial year
- *Point 67 (Page 8 of 44) CIPFA software package*
It was clarified that there will be a dummy run of the reporting this year to ensure that the software is working correctly ahead of the end of the financial year. Work is ongoing with CIPFA on this.
- *Point 67 Page 21 Recommendations and Action Plan.*
It was clarified that valuers were not changed every year but the methodology for valuations changes. The Authority had recently changed valuers after having the old valuer for a number of years.
- *Point 68 - Fire Authority Reserve Strategy - Utilisation of reserves*
Query in relation to the level of reserves that the Authority cannot go below. It was clarified that by rule of thumb this would be up to 8% of revenue budget.

- *Point 68 - Action in relation to leavers figures broken down by age group.* Could a copy of the figures be circulated to all Committee Members again **ACTION**.
- There was also discussion around the projected number of leavers and what was being done to tackle the gaps. It was highlighted that the aim was to train new recruits early before existing firefighter leave.
- *Point 71 Type 2 Projects – Updates PO93 Co-Responding Project.* It was clarified that the three firefighters in March that were awaiting their CBS checks had now had them completed.

The minutes of the meeting held on 26th July 2018 were confirmed as a correct record and were signed by the Chairman.

73. POLICY AND RESOURCES COMMITTEE MINUTES ACTION LOG

With reference to the published Log and Minutes from the 26th July meeting the following oral updates were provided:

- Minute 101 - Still no news on pension changes but an outcome was expected in early 2019.
- Minute 32 – A meeting between Chairpersons is scheduled for 17 October 2018 to discuss the ICT Shared Service Agreement.

The Minute Action Log was noted.

74. MINUTES OF 24th JULY OVERVIEW AND SCRUTINY COMMITTEE

The minutes for the Overview and Scrutiny Committee meeting held 29th July were noted.

75. TREASURY MANAGEMENT POLICY AMENDMENT – INVESTEMENTS

Matthew Warren, Deputy Chief Executive Officer presented a report to seek approval to amend the current Treasury Management Policy.

The report outlined the challenging investment environment for the reserves that the Authority holds and the continued need to diversify the investment portfolio to ensure that funds are secure and can earn optimum return. It also set out the revision of ratings and limits to secure spread of investments that will work on a day to day basis. The revised policy also outlined the reserve strategy to ensure that funds can continue to be invested in appropriate institutions whilst securing a competitive rate of return.

Members discussed a number of points including rates of return and interest rates.

It was clarified that achieving a better rate of return that would mean that the Authority would have to invest for longer and would have to drop the AAA rating.

Members discussed the money market fund and it was explained that at present there was no proposal to use this. It was also clarified that the Authorities current advisors were Link Asset Services. **Action: M Warren to bring an update if the strategy changes.**

Clarification was sought on 'Historic risk of default' at point 5. It was clarified that it is the rate of return you are given over time.

Clarification was also sought from on the initials CNAVL/LVNAV/VNAV that appeared under Money Market Funds in the table at point 6 of the report
Action: M Warren to clarify

Members agreed to an amendment to the propose maximum amount for Money Market Funds to be 50% of available funds amended from 100%
Action: M Warren to amend

Members discussed concerns that the Authority was only getting 0.5% interest and that they were losing £3.5 million a year in inflation.

The proposed move to Monkwood was discussed and it was explained that this was still at the planning stages with the estimated cost of the move being based on St Johns £2.5 million. However it was explained this was likely to rise.

Members sought a paper on cash flow to show how much should be easily available and the relative risk on going on a higher return. **Action: M Warren to bring a paper in December/January.**

Members felt that it would be beneficial to invite Link Asset Services to Committee to discuss the options. **Action: M Warren to arrange**

The Chairman thanked Committee on the quality of the questions that reflected the talent in the Committee.

It was resolved unanimously to:

approve the amended policy.

76. REVENUE AND CAPITAL BUDGET MONITORING REPORT

The Committee considered a report on the update of revenue and capital spending as at 31 August 2018.

The following points were highlighted to Committee in reference to the budgetary control summary at appendix 1 of the paper:

- *Full time Firefighters* – This line is overspending and will increase. Committee approved a reserve at their last meeting. There was a need to closely monitor this.
- *Local Government Employees* – slightly underspent. A large invoice was due on pensions and this has now been received so the underspend will balance out.
- *Training* – new firefighter training would not be underspent by the end of the year.
- *Premises* – Dogsthorpe's value has gone up. Going through the challenge process at the moment. Contracts come in at varying points in the year so this figure will be much closer by year end.
- *Operational fire budget* - Significant incidents in August which will follow through September at Octobers spend. Expect it would be much closer.
- There was a general reserve for additional operational activity. It would be overspent but not significantly.
- A 2% pay award had been budgeted, which has now been confirmed. This would not have an impact on figures. This would need to be backed to 1st July 2018. The reward has been put through as a one year deal. This was just an uplift for cost of living. Other issues have still not been resolved.
- New recruits financial impacts around a million and this was set in the reserve.
- *Transport and moveable plant* – only 25% spent. Vehicles tend to come in at the end of the financial year.
- *IT*– there has been a server refresh –anticipate that spend will be much closer to profile at year end.
- *Communications Equipment* - ESMCP has been delayed by 3 years. This does create a real issue re aging equipment. Continue to push re the new control system. This may put cost up

Committee discussed the issues in relation to the delays in updates to digital communications equipment. There were concerns regarding the percentage of radio drop outs in urban areas. Sites where there are known to be issues e.g. prisons, hospitals and shopping centres are tested on a regular basis and boosters are used. There was also involvement in new builds particularly high rise to ensure measures were in place.

It was clarified that Airwave is a national contract (owned by Motorola), which was due for roll out in 2019 but this has now been delayed for a further three years. There is continued uncertainty on the specification that ESMCP provides. Cambridgeshire would be one of the first for role out.

The Car and Cycle allowances variance of 49% was queried. There had been an issue with HMRC over the past two years and the current position has yet to be accepted. Sending people on standby is costing in mileage but this is needed to maintain operational fire engines. It was discussed that this should be in the retained firefighter budget.

It was resolved unanimously to:

note the position on revenue and capital spending.

77. PUBLIC SECTOR PENSIONS RE-EVALUATION OF UNFUNDED SCHEMES

The Committee considered a report on the public sector pension re-evaluation of underfunded funds.

The purpose of the report was to provide the committee with an update on the outcomes of the Government Actuarial Department (GAD) re-evaluation of public sector pensions where there is no pension fund. This review is done every four years.

In 2011, the government consulted on how discount rates would be used to set public service pension contributions. The revised methodology introduced the cap and share policy and was designed to ensure cost pressures are shared between employers and employees up to an agreed employer contribution cap, beyond which further increases will be the responsibility of the employee.

The Treasury provide a safety net in 2019/20. Government were having further discussions with the GAD on this.

It was highlighted that there would be no impact in the next financial year. An update will be brought back to committee once further updates are provided.

It was resolved unanimously to:

note the current position.

78. FIRE BRIGADES UNION NATIONAL BLACK AND ETHNIC MINORITY OFFICER

The Committee considered a report on the arrangements being put in place to support the Fire Brigades Union (FBU) National Black and Ethnic Minority Officer and to highlight the associated benefits to the fire and rescue service both locally and nationally.

The role is part of the FBUs national structure but not a funded role. A Cambridgeshire Fire Fighter has been put forward for the role. It was felt from discussions with the Union and the equality team that it would be advantageous for the role to be split 50/50 on a work time basis. Appendix 1 of the report sets out the specified benefits that the CFRS require from the secondment. The contract 12 month period and reviewed in October every year. The role was over a four year period.

It would raise the service's profile at a national level and help attract a diverse workforce. The service had some way to go on BME recruitment compared to peers. The suitability of the arrangements would need to be continually reviewed to ensure that the Service received the benefits set out in appendix 1.

The Committee congratulated the FBU National Black and Ethnic Minority Officer and offered their support in relation to the new role.

It was agreed to support the partial release of this employee, this was proposed by Cllr Bywater and seconded by Cllr Rogers
Chair

It was resolved unanimously to:

- note the contents of the report and;
- support the partial release of this employee.

79. POLICY AND RESOURCES COMMITTEE WORK PROGRAMME

No additions were made to the work programme. The work programme was noted.

74. DATE OF NEXT MEETING

Members noted that the next meeting was scheduled for 20 December 2018. Councillor Shellens gave his apologies in advance for this meeting. The meeting closed at 11.30am.

Chairman
20th December 2018

**CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY
OVERVIEW AND SCRUTINY COMMITTEE – MINUTES**

Date: Thursday 24th July 2018
Time: 14:00 – 14:30
Place: Fire Headquarters, Hinchingsbrooke Cottage, Huntingdon
Present: Councillors Gardener, Goodwin, Gowing, Kindersley and McGuire
Officers: Rick Hylton - Assistant Chief Fire Officer, Deb Thompson - Scrutiny and Assurance Manager, Shahin Ismail – Monitoring Officer, Matthew Warren – Deputy Chief Executive, Chris Parker – Area Commander; Louise Davies – Internal Audit

35. ELECTION OF CHAIRMAN/CHAIRWOMAN

It was proposed by Councillor Gardener and seconded by Councillor Gowing that Councillor Mac McGuire be elected as Chairman of the Overview and Scrutiny Committee for the municipal year 2018/19.

36. ELECTION OF VICE-CHAIRMAN/WOMAN

It was proposed by Councillor McGuire and seconded by Councillor Goodwin that Councillor Ian Gardener be elected as Vice-Chairman of the Overview and Scrutiny Committee for the municipal year 2018/19.

37. APOLOGIES FOR ABSENCE

The Clerk reported apologies from County Councillors Raynes and Scutt, and Peterborough City Councillor Bond.

38. DECLARATIONS OF INTEREST

There were no declarations of interest.

39. MINUTES OF THE MEETING ON 29th MARCH 2018

The minutes of the meeting held on 29th March 2018 were approved as a correct record and signed by the Chairman.

40. REVIEW OF PERFORMANCE AGAINST IRMP TARGETS

The Committee considered a report on the Service's performance against the first quarter Integrated Risk Management Plan (IRMP) targets.

Members noted the following areas of interest in performance:

- significant improvement in the turnout time of first pump in urban areas, with average turnout time having reduced by 25 seconds compared to the same period last year;
- first pump turnout times in rural areas had increased slightly to 11 minutes 54 seconds, but this was still within the 12 minute target. Officers were seeking to establish why this had increased;
- the number of secondary fires was down in the first quarter, but there had been an increase subsequently due to the prolonged spell of hot weather, leading to grass and scrubland fires;
- one fire fatality recorded in the first quarter data had occurred in January. The Fire Service had not been called to the incident where the individual had died, and had only become aware of the incident in May, when notified by the Coroner. The Home Office had advised that the incident needed to be recorded in the 2018/19 statistics;
- disappointingly, the number of co-responding call outs continued to fall, and the future operation of co-responding may need to be reviewed;
- progress was being made in terms of diversity of the workforce, but performance still fell short of targets. 3.5% (24) staff came from Black or Minority Ethnic (BME) communities, whilst the total BME population for Cambridgeshire & Peterborough was 9.6%. Focus groups had been held in the past, and interestingly there had been a subsequent increase in the application rate, but this did not always translate in to individuals choosing a career with the Fire Service. Members requested that future reports used absolute figures as well as percentages. **Action required.** It was noted that there were still two outstanding Member reviews in this area;
- there were currently 144 female staff in the organisation, 32 in operational roles (6.7% of operational staff, the average for Fire and Rescue Services being 5.2% nationally) and this percentage was gradually increasing.

It was resolved unanimously to:

note the contents of the performance report.

41. FIRE AND RESCUE SERVICE NATIONAL FRAMEWORK FOR ENGLAND - UPDATE

Chris Parker, Area Commander, presented a report on the Revised Fire and Rescue National Framework for England, which was published in May, following a period of consultation. A paper setting out the Service's responses to the consultation was tabled, which set out the Fire Authority's response to the original consultation on the Revised Framework.

Key points noted in the report included:

- the requirement for the Service to provide resilience assets in periods of Industrial Action: the revised wording was “*FRAAs must make every endeavour*”;
- concerns had been raised about the potential burden on resources of the new inspectorate. This was acknowledged, and the Home Office was keen to ensure that burdens were kept to a minimum;
- the requirement of the Police and Crime Act 2017 for Fire Services to collaborate with other blue light services is already inherent within the act, yet it had been placed within the National Framework, this is not the case for Police or Ambulance Services. It was confirmed that the Service continued to actively seek opportunities for collaboration. One Member commented that it was disappointing that the government did “not want to specify any further”, but another Member suggested that the Fire Service was best placed to understand its own requirements;
- the request for greater recognition in terms of road safety and water safety was very much placing the onus on the Service. Members noted the wording in the response that “The risks should be captured in their IRMP *in addition to their core functions*”;
- the Committee noted the comments on the introduction of re-engagement, and that it had to be exceptional circumstances and in the best interests of public safety.

Members noted the gap analysis, and the strong position of the Service. There were only two areas where work may be required, and actions were already in place in those areas.

It was resolved unanimously to:

note the consultation outcome and acknowledge the current organisational position against the requirements of the updated framework.

42. AREAS FOR SCRUTINY CONSIDERATION

It was noted that three Members of the Committee working on the governance review which would be considered at the full Fire Authority meeting in November.

Reviewing minutes of previous Committees, one area previously identified was ‘Safe and Well’ visits. It was agreed that this was an appropriate area for scrutiny consideration, and the Terms of Reference for a review would be presented to the next meeting. It was agreed that Councillors McGuire and Gowing would participate in this review.

It was noted that there were no changes to the Fire Authority membership which impacted on the membership of review teams.

It was resolved unanimously to note the report.

43. ANNUAL INTERNAL AUDIT REPORT 2017-18

The Committee considered the Annual Internal Audit Report for 2017-18. Members were pleased to note that there was an overall positive opinion, with a few suggested enhancements to the framework of risk management, governance and internal control.

The Deputy Chief Executive highlighted specific issues which were ongoing, including the review in IT infrastructure, and the reasons for lack of progress in some specific areas.

It was resolved unanimously to note the report.

44. INTERNAL AUDIT STRATEGY 2018/19

The Committee considered a proposed Internal Audit Plan, based on corporate objectives, risk profile and assurance framework, among other factors. Members indicated that they were satisfied that there sufficient assurances in the Annual Plan to monitor the organisation's risk profile effectively, and that the standards in the Charter were appropriate to monitor the performance of internal audit.

In response to a Member question, the Committee noted the proportionate approach being taken to GDPR by both the ICT lead and the Data Protection officer.

It was unanimously resolved to note the report.

45. OVERVIEW AND SCRUTINY WORK PROGRAMME

Members were presented the Overview and Scrutiny work programme. It was noted that this would be updated to reflect earlier discussion under the Areas for Scrutiny consideration item.

It was resolved:

to note the work programme.

CHAIRMAN