

FIRE AUTHORITY POLICY AND RESOURCES COMMITTEE



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

Date: Thursday, 20 December 2018

10:30hr

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

AGENDA

Open to Public and Press

- 1. Apologies for Absence**
- 2. Declarations of Interest**
- 3. Minutes of the Policy and Resources Committee - 4th October 2018** **5 - 10**
- 4. Minutes action Log December 2018 meeting** **11 - 14**
- 5. Minutes of Overview and Scrutiny Committee - 11th October 2018** **15 - 18**

DECISIONS

6. **Medium Term Financial Strategy - to follow**
7. **Equality and Inclusion Compliance Report 201718 (incorporating Gender Pay Gap).** 19 - 58
8. **Cambridgeshire Fire and Rescue Service Maternity Pay Policy** 59 - 72

INFORMATION AND MONITORING

9. **Strategic Risk and Opportunity Management Register - Monitoring Report** 73 - 88
10. **Annual Review of the Operation of the ICT Shared Service Agreement** 89 - 102
11. **Policy and Resources Committee Work Programme** 103 - 104

Date of Next Meeting

Thursday 31st January 2019.

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

Councillor Kevin Reynolds (Chairman)

Councillor Mohammed Jamil and Councillor David Over Councillor Simon Bywater Councillor Derek Giles Councillor Lucy Nethsingha Councillor Terence Rogers Councillor Mike Shellens and Councillor Mandy Smith

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

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

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

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

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

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

CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY
POLICY AND RESOURCES COMMITTEE: MINUTES

Date: 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 – INVESTMENTS

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:

Agenda Item: 3

- *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

Agenda Item: 4

**FIRE AUTHORITY
POLICY AND
RESOURCES
COMMITTEE**

Minutes - Action Log

This is the updated action log as at 12 December 2018 and captures the actions arising from the most recent Policy and Resources Committee meetings and updates Members on the progress on compliance in delivering the necessary actions.

MINUTES OF THE JANUARY 2017 COMMITTEE					
<u>Minute No.</u>	<u>Report Title</u>	<u>Action to be taken by</u>	<u>Action</u>	<u>Comments</u>	<u>Status</u>
101.	UPDATE ON STRATEGIC WORKFORCE OBJECTIVES	R Hylton / D Thompson	There was a request for a Member Briefing regarding progress in relation to the age related claim due to pension changes.	Outcome expected early 2019	Action ongoing
MINUTES FROM THE DECEMBER COMMITTEE 2017					
<u>Minute No.</u>	<u>Report Title</u>	<u>Action to be taken by</u>	<u>Action</u>	<u>Comments</u>	<u>Status</u>

32.	ANNUAL REVIEW OF THE OPERATION OF THE ICT SHARED SERVICE AGREEMENT	Matthew Warren	a) Current constraints – aligning the pay structures with Bedfordshire. The Chairman to assist by meeting with his opposite number in Bedfordshire to try to move things on. Action: Matthew Warren	Positive meeting between chairpersons took place on 17 October 2018. Report on Annual Review of the Operation of the ICT Shared Service Agreement to be presented to Committee on 20 December 2018	Action completed
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MINUTES FROM THE JULY COMMITTEE 2018

<u>Minute No.</u>	<u>Report Title</u>	<u>Action to be taken by</u>	<u>Action</u>	<u>Comments</u>	<u>Status</u>
68.	FIRE AUTHORITY RESERVE STRATEGY	John Anderson to provide Councillor Nethsingha with leaver figures broken by age groups.	A question was raised regarding what was the age range of new recruits and 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 Ongoing
72.	WORKFORCE DIVERSITY	Deb Thompson	a) Councillor Nethsingha requested of the numbers of BME people who had attended tests and then gone on to join the Service. Whilst accepting the number of applicants from BME was low, if it could be shown this drop-out rate was consistent, whatever the person's ethnicity, it would not be such an issue.	a) A response, via email, to Cllr Nethsingha and the wider Committee was provided.	Action completed

		Jon Anderson / Alison Scott	b) 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.	b) This is being looked at as part of an ongoing Member lead review into approach to recruitment scheduled to be presented to the Overview and Scrutiny Committee in January or March 2019.	Action Ongoing
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MINUTES FROM THE SEPTEMBER COMMITTEE 2018

<u>Minute No.</u>	<u>Report Title</u>	<u>Action to be taken by</u>	<u>Action</u>	<u>Comments</u>	<u>Status</u>
72.	MINUTES OF THE MEETING HELD ON 26th July 2018	Rick Hylton	Point 25 – Minute 57 'Integrated Risk Management Plan Refresh Update'. Would updates on the audits carried out regarding fire assessments on schools be provided?	RH to provide an update	Action completed
72.	MINUTES OF THE MEETING HELD ON 26th July 2018		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?	See Action 72 above; figures circulated again to the Committee Members by Rick Hylton on 10 October 2018.	Action completed
75.	TREASURY MANAGEMENT POLICY AMENDMENT – INVESTEMENTS	Matthew Warren	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.	Treasury Management Update due to be presented to Policy and Resources Committee in January 2019.	Action completed

75.	TREASURY MANAGEMENT POLICY AMENDMENT INVESTEMENTS –	Matthew Warren	Clarification was also sought 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.	As above.	Action completed
75.	TREASURY MANAGEMENT POLICY AMENDMENT INVESTEMENTS –	Matthew Warren	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.	As above.	Action completed
75.	TREASURY MANAGEMENT POLICY AMENDMENT INVESTEMENTS –	Matthew Warren	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	As above.	Action completed
75.	TREASURY MANAGEMENT POLICY AMENDMENT INVESTEMENTS –	Matthew Warren	Members felt that it would be beneficial to invite Link Asset Services to Committee to discuss the options. Action: M Warren to arrange.	As above.	Action completed

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

Date: Thursday 11th October 2018

Time: 14:00 – 14:40

Place: Fire Headquarters, Hinchingsbrooke Cottage, Huntingdon

Present: Councillors Bond, Gardener (Vice-Chairman), Gowing, Kindersley, McGuire (Chairman) and Scutt.

Officers: Rick Hylton - Assistant Chief Fire Officer, Deb Thompson – Scrutiny and Assurance Manager, Shahin Ismail – Monitoring Officer, Chris Waller – Information Governance Manager, Dawn Cave - Democratic Services Officer and James Veitch - Democratic Service Officer Trainee.

46. APOLOGIES FOR ABSENCES AND DECLARATIONS OF INTEREST

The clerk reported an apology from Matthew Warren.

There were no declarations of interest.

47. MINUTES- 24TH July 2018

The minutes of the meeting held on the 24th July 2018 were approved as a correct record and signed by the Chairman.

48. INTEGRATED RISK MANAGEMENT PLAN PERFORMANCE TARGETS

The Committee received a report setting out performance against the Integrated Risk Management Plan (IRMP) targets. Attention was drawn to Appendix 1 of the report that set out performance against response measures, which showed that urban responses had increased compared to the previous year, but was still in target. Work had been conducted into what has caused this increase. Attendance in rural areas had improved and was now below the 12 minute target.

There was a 7% increase in the number of fires in the year to date which attributed to a number of secondary fires in July that were largely fires in the open during the summer period. Two deaths had been recorded so far in the year, which was an increase of 100% from last year. Officers noted that both deaths were recorded without the Fire Service in attendance. There was a 19.4% increase in fire casualties in the year to date compared to the same period last year. The rise in casualties had been attributed to minor injuries related to bonfires going out of control and small fires in peoples' homes. Work had been conducted in order to

understand the demographics effected by the small house fires. The number of people killed or seriously injured on the road in traffic collisions had decreased by 2% compared to the same time last year. There had been a 60% reduction in co-responding stations called for help. Officers stated that they have had a large turnover of staff over the last couple of years in an effort for them to reflect the communities they served, they had seen a 3.5% increase in the number of BME staff recruited in 2018. Officers had been conducting research into the barriers that could have caused barriers for BME applicants to join the Service. Progressively they had seen an increase in the percentage of female staff recruiting, in 2018, 21.8% of staff were female. There was a £1,969,201 difference between the budget and the spending to date, Officers suggested that this was due to delays in bills and invoice but were confident that by the end of the year they would be on target.

The Chairman with the agreement of the Committee informed the Officer that they wanted annual comparison rather than quarterly

In discussion, Members:

- In reference to minor road traffic accidents, a Member asked who was attending incidents, if the Fire Service were not? Officers advised that they mainly attend RTAs involving trappings, so if the accident was e.g. between bicycles and pedestrians, the Fire Service did not attend.
- Noting that Cambridge has very narrow roads, asked if the Fire Service had problems accessing properties? Officers commented this could cause delays but they always attend.
- One Member commented that she and Councillor Kindersley had met with a female operational manger in Peterborough, who was very effective, and asked for her positive comments to be fed back.

It was resolved to:

- a) note and comment on the contents of the performance report in Appendix 1

49. ANNUAL REVIEW- CAMBRIDGESHIRE & PETERBOROUGH FIRE AUTHOIRTY COMPLIANCE WITH THE LOCAL GOVERNMENT TRANSPARENCY CODE SCRUTINY

In August 2018, the Service became aware, through the submission of a Freedom of Information request relating to Trade Union Facility Time, of a Statutory Instrument (SI) that detailed additional publication requirements. It was clear that many other Fire Services had also not been aware of these requirements. Whilst the majority of this information could be provided, records had not been kept on the apportionment between Trade Union Facility Time and other Union activities.

In response to Member questions, it was confirmed that:

- the Unions could be asked to provide this information, but there was no guarantee that this third party information would be totally accurate;
- officers were unaware of any sanctions for failing to provide this information;
- time off was not routinely given for “union activities”, which included activities such as training;
- this information would be recorded and provided in future.

It was resolved to:

- a) note the current position in term of compliance

50. MEMBER LED REVIEW- EMPLOYEE ENGAGEMENT

Officers addressed the Committee and asked permission from the Chairman to postpone the item as the reports did not get circulated to Members in time.

51. OVERVIEW AND SCRUTINY MEMBER LED REVIEW TERMS OF REFERENCE- SAFE AND WELL VISITS

The Committee were presented with the Terms of Reference for the Member Led Review (MLR). The main aim of report was to understand how the service could have identified and supported the more vulnerable people within communities.

Those involved would be expected to shadow a CSO and Operational Watch while conducting visits: the anticipation was that this MLR would take at least three full days.

It was resolved to:

1. Note the report;
2. Appoint Councillors Bond and Gowing to the Member Led Review.

52. INTERNAL AUDIT PROGRESS REPORT

The Committee received the internal Audit Progress Report. The Key recommendations of the auditors were highlighted to Members. Members' attention was drawn to the Audit Plan Progress on p.23 and informed that assignments would commence soon.

A Member commented that the document contained some interesting statistics but the language was difficult and impenetrable in places.

It was resolved to:

- a) note the report

53. OVERVIEW & SCRUTINY WORK PROGRAMME

Officers suggested the service is effective and sustainable and they would reach all their performance target by the end of the financial year.

It was resolved to:

- a) note the work programme

CHAIRMAN

TO: Policy and Resources Committee

FROM: Alison Scott - Equality and Inclusion Adviser

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

DATE: 20 December 2018

EQUALITY AND INCLUSION COMPLIANCE REPORT 2017/18 (INCLUDING GENDER PAY GAP)

1. PURPOSE

- 1.1 The purpose of this report is to inform the Policy and Resources Committee (staff, public, partners and other stakeholders) about equality progress in the year 2017/18 and the gender pay gap as at March 2018. This ensures the Authority meets the requirements of the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2011 and 2017.

2. RECOMMENDATION

- 2.1 The Policy and Resources Committee is asked to agree the attached report at appendix 1, and recommend its contents to the Fire Authority.

3. RISK ASSESSMENT

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

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

The specific regulations (2011) require the publication of information, at least annually, that demonstrates compliance with the public sector equality duty including information relating to employees and others affected by policy and procedures such as service users. The 2017 regulations additionally require public sector employers with more than 150 staff to publish information about any gender pay gap that exists. We achieve the publishing requirement by communicating this report to relevant partners and agencies and placing it on

the Service website. In addition the gender pay gap report will be published on the Government Equalities Office website.

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

BIBLIOGRAPHY

Source Documents	Location	Contact Officer
Cambridgeshire and Peterborough Fire Authority Equality Strategy and Action Plan 2018 to 2020	Service HQ Hinchingsbrooke Cottage Brampton Road Huntingdon	Alison Scott Equality and Inclusion Adviser 01480 444537 alison.scott@cambsfire.gov.uk
Equality Act 2010		
Service Equality Impact Assessments		



CAMBRIDGESHIRE
FIRE & RESCUE SERVICE



Equality and Inclusion Compliance Report

**Equality Act 2010 (Specific Duties) Regulations 2011
April 2017 – September 2018
(including Gender Pay Gap)**

Glossary of terms

Executive Summary

Introduction

Section 1 - Progress on Equality Objectives 2017-18

Progressing our equality objectives

Section 2- Community Service

Reducing community risk

Inclusive services

Meeting community needs

Section 3 – Workforce

Workforce diversity and distribution

Analysis of leavers

Analysis of disciplinary cases and grievances

Return to work after maternity leave

Recruitment analysis – attraction and success rate of job applicants

Gender pay gap

Appendices:

Appendix 1 - Demography of Cambridgeshire and Peterborough (Census 2011)

Glossary

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

Executive Summary

Progress against objectives

- Disability Confident accreditation received and support to develop staff with dyslexia continued.
- Positive action efforts continued with measureable results and Positive Action Officer appointed to support this work in Peterborough.
- Training in understanding unconscious bias available to all staff and replaces other mandatory equality training.
- Audit of managers' skills, knowledge and attitudes to equality, diversity and inclusion carried out.
- Flexible working policy reviewed and development of good practice guidance begins.
- Guidance for managers and staff on menopause produced and disseminated and menopause awareness session held.
- RESPECT programme to respond to and reduce bullying, harassment or inappropriate behaviour begins.
- Improved analysis of safe and well visits including diversity of recipients
- First gender pay gap report produced Jan 18 and benchmarked against other Fire and Rescue Services.
- Business seminars become more targeted at risk areas and an increase in BME business owner/staff seen as result.

Community Service

- Little change in demographics of people affected by fire incidents or those receiving safe and well visits.
- Portable misting systems introduced to support those most vulnerable to injury or death in domestic fires.
- Ward profiling supports a partnership approach to risk by Watches and better understanding of local communities.
- Targeted impact days improves BME attendance at Business Seminars
- Positive Action Officer Role instrumental in linking operational Watches to relevant community engagement opportunities.
- Wide range of community engagement activities takes place across County.

Workforce and Recruitment Profile

- Small but steady rise in proportion of BME staff, female operational staff and staff identifying as LGB.
- Numbers of disabled staff and staff who have a non-Christian religion or belief are static.
- Number of women leavers disproportionately high but no trends in reasons for leaving. Review of exit process and experience underway.
- BME applicants and recruits have increased in general but vary across staff groups. Numbers so small that no trend can be identified.
- Proportion of female recruits for wholetime firefighter posts at each stage of selection is consistent with applicant numbers indicating no obvious barriers at any stage.
- Proportion of successful BME candidates for wholetime firefighter posts almost proportional to numbers applying – but applicant numbers still very small compared to local demography.
- Discipline processes show no trend towards specific groups and majority of cases (88%) resulted in informal outcome.
- Number of grievances raised consistent with last year. Issues around bullying, harassment or unfair treatment are raised disproportionately by women.
- Retention after maternity leave is 100%
- Gender pay gap reduced since last year across all measures.

Introduction

The purpose of this report is to provide members of the general public, service users, employees, Fire Authority, regulators and other interested parties with information relating to how Cambridgeshire Fire and Rescue Service (CFRS) complied with the public sector equality duty between April 2017 and September 2018 as required by the Equality Act 2010. Some data sets are from April to March 2018. The general equality duty requires the Authority to:

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

Under the specific duties of the public sector equality duty, we are required to prepare and publish at least one equality objective which aims to meet the above general duty and to publish information that shows the diversity of our workforce. Our equality objectives are developed by the Inclusion Steering Group with support from our staff network, agreed by Chief Officers Group and ultimately the Fire Authority. They are set within the context of our corporate plan (Integrated Risk Management Plan) and are reviewed and revised annually. In early 2018 our equality objectives for 2018 – 2020 were refreshed. Our objectives for 2017 – 18 and progress against them are given below.

Section 1- Progress against our equality objectives 2017 – 18

Staff Development

Review disability policy and practice (with focus on dyslexia) to improve support to those developing in Service (complete)

- Disability Confident accreditation was achieved.
- Assistive Technology (Read&Write) scoped, evaluated and procured.
- Further two dyslexia coaching sessions held and one dyslexia awareness seminar (and these continue as needed).
- Disability support policy revised to include workplace adjustments for menopause symptoms and Disability Confident commitments

Improve workforce diversity

Implement positive action plan (ongoing)

- Four “Have a Go” sessions were held in October prior to wholetime Firefighter recruitment campaign following extensive social media campaign. These encourage

potential candidates to try out some of the activities a Firefighter needs to do. Of thirty-nine attending, 30 were women.

- Cambridge Fire Station continued to host drop in lunchtime sessions with Police aimed at under-represented groups to share information and careers opportunities.
- Staff across a range of departments attended seventeen careers events to promote CFRS as an employer of choice and to dispel myths about the role of a Firefighter.
- Began to use national on-line media (Black History Month and Diversity Dashboard websites) to profile CFRS staff and post suitable vacancies.
- “Taster” sessions at On-call stations have been held to encourage a wider diversity of applicants.

Detailed outcomes of all these initiatives are in Section 3 – Workforce

Improve workforce diversity

Roll out Unconscious Bias training (ongoing)

- An introduction to unconscious bias training was given to managers involved in recruitment and selection processes in 2016.
- E-learning material was sourced and evaluated and made available to all staff from 2015. This was updated in 2016 and recommended to managers.
- 42 staff and managers had completed this by March 2018.
- In early 2018 the decision was made to make this mandatory training for all staff (replacing two other mandatory equality modules) and roll out continues into 2018-19.

Staff development and assurance

Carry out audit of managers’ skills, attitudes and knowledge around equality and inclusion (complete)

- An on-line questionnaire prepared and launched February 2018 with 62% return
- This showed good levels of knowledge and high confidence in applying policies.
- However equality and inclusion guidance on intranet is not widely used and engagement with work of equality network is low.
- Plans to improve this are in place.

Retain diversity in workforce

Review flexible working practice to encourage retention of a more diverse workforce (ongoing)

- Flexible working policy was reviewed as part of changes in Crewing arrangements (Jan 18).
- A good practice guide encouraging managers to think creatively about accommodating more flexible working for operational staff is still to be developed.
- This has been carried into 2018/19.

Retain diversity in workforce

Develop guidance on menopause (complete)

- Guidance developed by group of women staff with support from FBU Women's section and other FRSs.
- Published in Sept 18 following successful awareness session for staff.

Reduce bullying and harassing behaviours

Review practice around reporting and managing potential bullying or harassing behaviours.

- External company completed research into inappropriate behaviours at work in March 17 and reported back to Service in May.
- Action plan to address their recommendations was developed by staff engagement group and agreed by Chief Officers in October.
- This programme of work was renamed RESPECT and a cross-functional team set up to deliver this (ongoing)

Improve understanding of apparent low-take up of "safe and well" visits with some BAME communities.

- Safe and well visits are targeted towards residents who are assessed as highest risk because of known vulnerability (combination of age, disability, health, life-style); self-referral or referral from another agency.
- In the last two years, analysis of visit outcomes has shown disproportion in the take up of visits for residents from a BAME background.
- However as ethnicity is only monitored at point of delivery and targeted groups are based on risk profiling, it is impossible to say whether BAME households have less risk factor or whether they are less likely to access this service.
- In the last year analysis of visit outcomes by diversity group has been done regularly and is reviewed at monthly Community Risk Manager meetings.
- Recording has been amended to show whether a language barrier has been experienced when trying to deliver the Service.
- As at Sept 18 there were no reports that language differences were a barrier.
- In the last 5 years there have been no fire deaths of people from a BAME background and incidences of injuries are proportionate for BAME groups.

Report and publish gender pay gap

- First gender pay gap report was produced and published in Jan 18. The data showed that our median pay gap at 2017 was 13.9% (below the national figure for all occupations and employees) and approximately the midpoint for all FRSs which ranged from 23.6% - 0%.

Improve engagement with BAME businesses re advice available on non-domestic fire safety

- Fire Protection team give regular business seminars to the public. Demographics of those attending are monitored to ensure there are no barriers to accessing these opportunities.
- During 2018 there has been a 45% increase in Asian businesses attending and a 50% increase in business owners attending who identify as Black or Black British.

- Impact Days are conducted where specific risk areas are targeted. This has included takeaway restaurant premises that may have sleeping accommodation above as this has proved a significant risk.
- These are often run by staff whose first language is not English so we have produced a safety leaflet in five different languages that covers fire safety in fast food outlets, restaurants and take away.
- Prior to auditing premises on an impact day we invite all business owners to a business seminar where we provide advice on how to keep their building safe from fire.

Section 2 - Community Service

Reducing community risk

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

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

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

Impact of Accidental Fires: April 2017 – March 18

The number of accidental primary fires resulting in a fire casualty reduced slightly in 2017/18 with 30 accidental primary fires resulting in 35 fire casualties (including 2 fatalities) compared to 39 in previous year. Of the 30 accidental primary fires, 70% occurred in a home. 57% of those injured were men and 23% were over 65. 9% of those injured identified as Black, Asian or other minority ethnic group, the remainder identifying as white British or White Other.

Inclusive services – safe and well visits

As most accidental fires occur in the home, free safe and well visits are offered to those most at risk and involve a full assessment of the resident's home and fitting of a smoke alarm where necessary. In 2017 we began working with partner agencies to improve the way we support the most vulnerable in our communities. This expanded our service to offer advice on other well-being and safety issues e.g. falls' prevention; staying well and warm; alcohol use; crime reduction.

The Service delivered 4,495 safe and well visits in the 12 months to 31st July 2018 – 16 fewer than previous year. This represents a 58% take up rate by residents. 3,494 (78%) of residents provided equality data. The table below shows the distribution of these by gender, age, ethnicity, religion and disability and compares the data with the percentage of population group in Cambridgeshire and Peterborough.

Safe and Well Visits – annual to October 18

Characteristic		% Population in 2011 Census	Engagement over previous 12 months		Engagement over current 12 months	
			Total	% of Total	Total	% of Total
Gender	Male	49.8%	1018	33.2%	1190	34.1%
	Female	50.2%	2044	66.8%	2304	65.9%
Age Group	under 17	21.3%	9	0.3%	10	0.3%
	18-24	9.7%	39	1.3%	23	0.7%
	25-39	20.9%	198	6.5%	151	4.3%
	40-59	26.6%	244	8.0%	259	7.4%
	60-74	14.1%	729	23.8%	935	26.8%
	75 and over	7.4%	1843	60.2%	2116	60.6%
Ethnicity	BME	90.3%	132	4.3%	166	4.8%
	White	9.7%	2930	95.7%	3328	95.2%
Religion	Christian	57.9%	2321	75.8%	2726	78.0%
	No Religion	29.1%	613	20.0%	623	17.8%
	Other Religion	5.2%	120	3.9%	139	4.0%
Disability	Yes	6.3%	1579	51.6%	1855	53.1%

The trends noted are similar to previous years. 87.4% of safe and well visits were delivered to people over 60 – a further increase on previous year. This age group is still the biggest “at risk” demographic group so this high proportion is appropriate. 53% were delivered to residents with a disability – again a high risk group.

Everyone Health has delivered “Make Every Contact Count” sessions to operational staff in Cambridgeshire to support them in having good conversations in a short time with residents to bring about behaviour changes.

Community Safety – Prevention

In Fire Prevention, we have developed our delivery models to better identify and meet the needs of those most at risk sooner. One key area is in the provision and fitting of assistive technologies in the form of portable misting system units across the County for the most vulnerable people living in their own homes. Working with key partner agencies, we have started to identify potential clients and have begun installing the systems which, in the event of a fire, suppress and in some cases completely extinguish a fire whilst the Fire Service turn out to attend.

These systems also ensure the call goes straight from the property to Combined Fire Control centre to mobilise a fire engine response with no requirement from the resident to recognise and alert us to the fire. In the past year we have installed more than 13 units and have already had 2 occasions where these devices have gone off, safely extinguishing the fire and ensuring the safety of the resident until the crew arrived in minutes.

Success with utilising new technologies to protect residents is highly reliant on being able to effectively identify and target those most at risk that we may not ordinarily be aware of in our communities. We have achieved this through continually striving for improved data through forging strong working relationships and data sharing agreements with local partners such as the NHS, housing and local authorities. This allows us access to key data

enabling us to reach the most vulnerable people first whether that is access to assisted bin collection data sets or that of people living at home with hospital beds with a high incidence of immobility and therefore a far greater risk in the event of a fire in the home.

Understanding the communities we serve and the trends in incidents we attend is core to ensuring we target our other prevention work appropriately. In Peterborough (and shortly to follow in the South of the County), we have built a model that maps Watches, community safety officers and key external partners on a ward level to areas within Peterborough. This gives local Watches and other key staff responsibility and work load over specific areas allowing them to build strong and sustainable working relationships with local communities.

We call this process 'ward profiling' and it is supported by monthly catch ups between station commanders and community risk managers to go over monthly data, trends in incidents and issues to be targeted.

In our work with children and young people we are looking to build on our FIREBREAK intervention model and develop it in to a more sustainable and long term intervention model with more measurable outcomes for those taking part. This has involved partnering with external agencies to build a longer-term proposed model with the aspiration of FIREBREAK forming part of a wider community intervention to transform young lives.

Community Safety – Protection

In Fire Protection, we aim to engage with businesses and support them to improve and maintain their fire safety standards within their premises. Free business seminars are held across Cambridgeshire and Peterborough and are delivered by Fire Protection Officers. We monitor the ethnicity of those attending to ensure we are reaching all communities that we serve and in particular those from BAME backgrounds who previously have not been well represented at our sessions.

We support new communities by ensuring our core literature is available in alternate languages (the top 5 spoken languages in the county where English is not spoken) and ensuring that whoever we engage with gets a full understanding and takes on board the advice we are giving. We also designed and introduced a feedback mechanism for our audits utilising a smiley face response in order to allow for a universal method of response, although we also ensured we translated this function into the 5 main languages in the county where English was not spoken. As a result of the changes we have introduced and the targeting of our work around BAME business owners and takeaway restaurants with sleeping accommodation above, we have seen a 45% increase in Asian business owners attending our seminars and a 50% increase in business owners who identify as Black during 2018.

We have introduced 'impact days' in our county where we similarly target the premises at highest risk of fire, which includes takeaways with sleeping accommodation above. These days are geographically targeted and are often run by staff whose first language is not English to ensure we have as much chance as possible to engage with diverse communities and business owners. To support this work we have created a resource specific to this type of premise to advise business owners on fire safety expectations on what they need to know and do. Prior to auditing premises on an impact day we invite all business owners to a business seminar to address any fire safety issues they may have

with their premise. We hold one seminar before and one after the impact day in the specific targeted area to ensure the greatest take up from those premises at risk.

Meeting community needs

Fire crews and staff build up a good knowledge of their communities through everyday engagement with them. While many tools exist to help crews understand different needs, values and cultures and so help them engage with all communities, we recognise that we do not know everything about all our communities and strive to fill the gaps in this understanding.

In January 2018 we employed a Positive Action Officer whose role is to help operational staff make connections with local communities particularly in Peterborough, to identify ways in which we can work together to find opportunities to promote community safety and CFRS as an employer of choice. The following are some examples of engagement and positive outcomes for different communities through the year:

Wisbech Fire Station crews regularly visit Dementia Cafes to provide information and support to carers of people with dementia. They visit local schools to deliver water safety presentations to young people and have visited Traveller sites to provide fire safety information that is relevant to this community. On a monthly basis they provide information to older people at a Silver Monday Club; have hosted visits to the Fire Station from the Women's Institute and supported a recruitment event at the Rosmini Centre – a community centre that has a particular outreach programme to migrant workers in Wisbech. They took part in a “people who help us” day at the Oasis Centre and provided careers information about working for the Fire and Rescue Service to students at Thomas Deacon Academy

Parkside Fire Station in Cambridge is the most modern of all our stations and the meeting facilities there give a perfect opportunity to build lasting relationships with local community groups. In the past year there has been a renewed focus on ensuring the needs and expectations of both Station personnel and community groups are understood and to spread the word about our facilities which are available to voluntary groups free of charge. Among the 25 community groups that regularly use the meeting rooms there are numerous groups from across the LGBT community as well as groups working with young people (including young women); supporting mental health needs and disabled people. We are regarded as a “safe partner” by many of these groups and this was acknowledged when we were formally thanked by Encompass at their 2018 AGM.

Green Watch, Cambridge supported Anglia Ruskin University's careers day in February 2018 to promote careers in CFRS. They also worked with the city council attending a community action day in the Arbury/Kings hedges area of Cambridge, providing advice to local business as well as community safety engagement. They held a Macmillan coffee morning in Sept and throughout the year hosted station visits by Brownies, Beavers and Air Cadets.

Blue Watch, Cambridge participated in Cambridge Ethnic Community Forum's Diversity Day, November 2017

“A big round of thanks to yourself and the crew from Blue Watch who attended our event on Sunday. They were very popular...” CEO, Cambridge Ethnic Community Forum

When a 999 call was received in **Combined Fire Control** from a distressed caller not speaking English, a multi-lingual Control Room Operator was able to recognise that the caller was speaking Lithuanian. As she is fluent in this she took over the call. The caller was living in a tent in a temporary camp which had been set fire to and the caller had also been robbed and assaulted. Control were able to send assistance to him; contacted the police and relayed messages to him regarding the attendance of both fire crews and police.

Ely On-call crew and colleagues from SHQ attended the first ever Ely Pride in Jubilee Gardens in August 2018 sporting rainbow epaulettes and lanyards. Their aim was to promote our services and employment opportunities to the LGBT community.



Ely station crew also attended a range of local schools and colleges to educate children and young people in fire and water safety as well as promoting Cambridgeshire Fire and Rescue Service as an employer of choice.

Green Watch, Stanground Fire Station, Peterborough took part in the “Great Get Together” - an event to bring communities together – as well as Salaam Radio Festival in summer. They also attended an Aspirations Fair at Fulbridge Academy to promote working for CFRS.

Roaming Appliance North, Community Fire Safety and Recruitment



Staff and Crews at Peterborough

“Fantastic morning celebrating the end of Ramadan at Eid in the park this morning. Great opportunity to share home and business fire safety information as well as career opportunities at CFRS. Sign me up for next year!”

Sam Sanderson Recruitment Manager

White Watch, Dogsthorpe Fire Station have an ongoing commitment working with young people through Prince's Trust.

Black Watch, Huntingdon delivered training for Junior Fire Wardens at a primary school. Crews from Huntingdon also joined in Eid al Fitr celebrations following Ramadan in Huntingdon and attended a Unity in the Community summer event.

Green Watch Huntingdon took part in Picnic in the Park for Dementia Action Week in Hinchbrooke Park promoting the Dementia Friends initiative.

<https://cambsfire.facebook.com/AlzheimersSocietyEastAnglia/videos/1724667717587545/UzpfSTewMDAyMzEyODk1NjY5MTpWSzo3Mzk1MjEzNTk3NzEwMDQ/>.

St Neots Fire Station supported a **Community Safety Officer** when delivering a safe and well visit to a vulnerable member of the community who spoke no English. A Firefighter based at St Neots and fluent in Polish was able to translate resulting in a positive outcome for the resident.

On-call stations support their local communities in a range of ways one example being:

Burwell On-Call station hosted a “have a go” day to try and attract more diverse groups to consider applying to be On-call Firefighters. They hosted station visits from the local village Beavers, Rainbows and Brownies groups and visited pre-schools and Key stage 1 groups at the primary school. Burwell station also supported the local village carnival that raises money for local groups.

Section 3 – Workforce

Workforce diversity and distribution

One of the Service's priority areas is to have a more diverse workforce that better reflects the community we serve. To measure progress in this area we monitor staff protected characteristics at point of recruitment and provide staff with the facility to input or update their equality details in the HR database on a self-service basis. Our aspiration is to see ongoing improvement in relation to applications from women candidates (for operational jobs) and candidates from diverse backgrounds in general. These are areas where outcomes in Fire and Rescue Service nationally and historically have been poor.

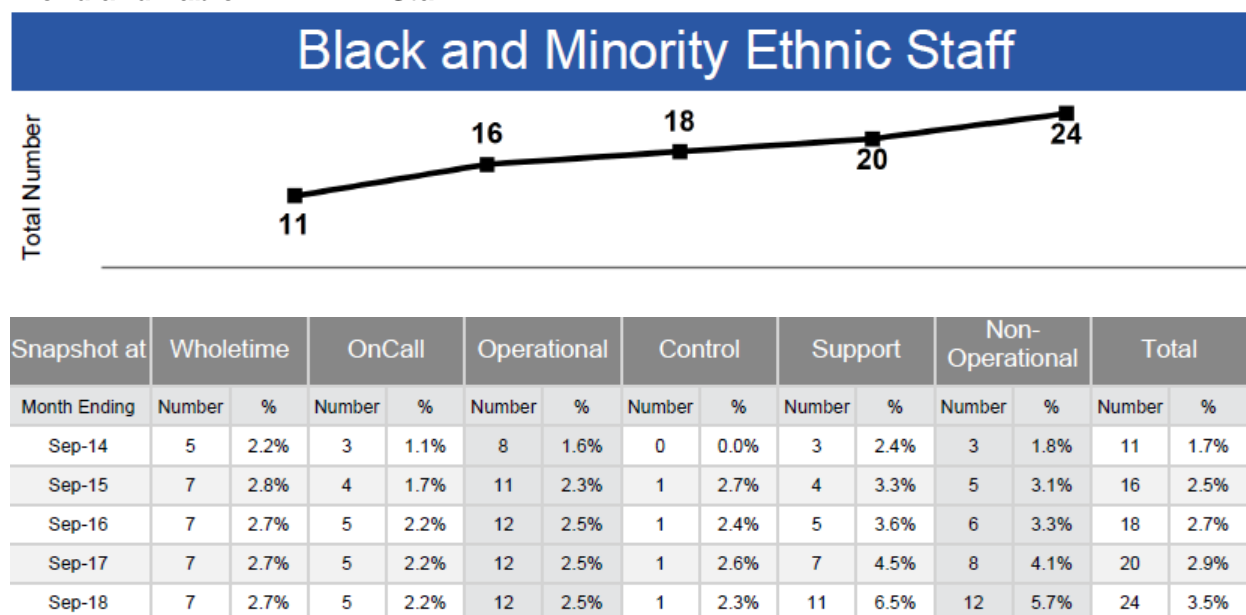
A cross-functional team work to deliver specific positive action measures to improve diversity. In January 2018 we increased resource in this area by appointing a Positive Action Officer to focus on ethnic and gender diversity in the Peterborough area.

As at 30 Sept 2018, we employed 694 staff. Staff profile by role, protected characteristic and changes over the last 5 years are given below.

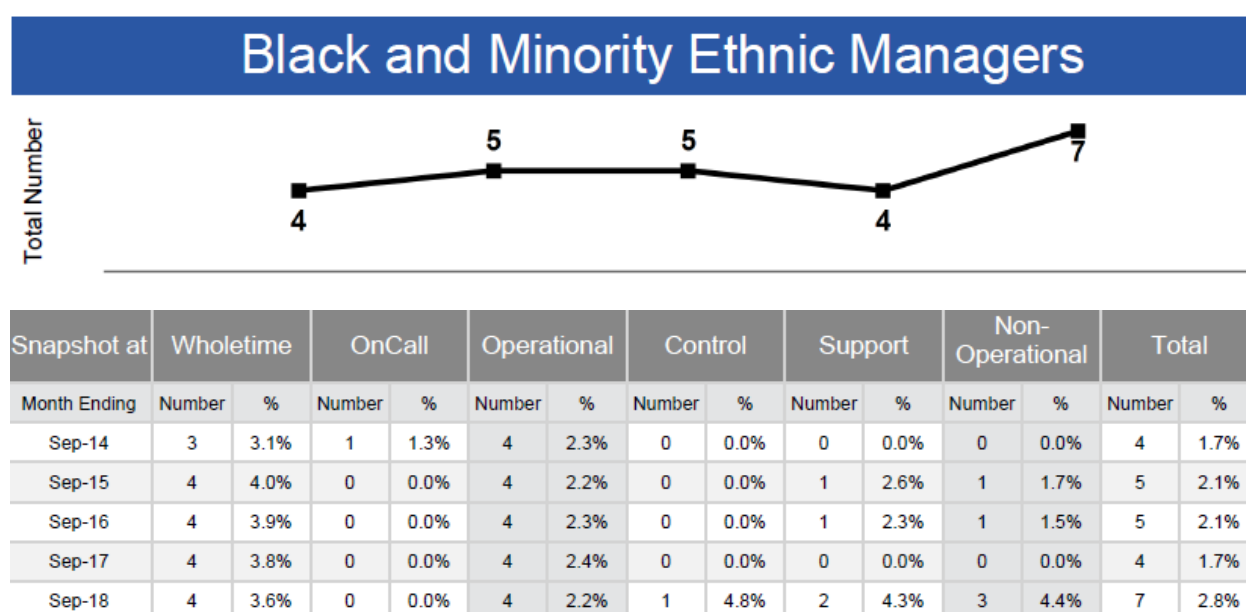
Table 1 – Total Workforce

Total number of Staff						
Snapshot at	Wholetime	OnCall	Ops Total	Control	Support	Total
Month Ending	Number	Number	Number	Number	Number	Number
Sep-14	227	265	492	38	125	655
Sep-15	249	239	488	37	123	648
Sep-16	257	230	487	42	138	667
Sep-17	255	228	483	39	156	678
Sep-18	260	223	483	43	168	694

Trend and Table 2 – BAME Staff



Trend and Table 3 – BME managers

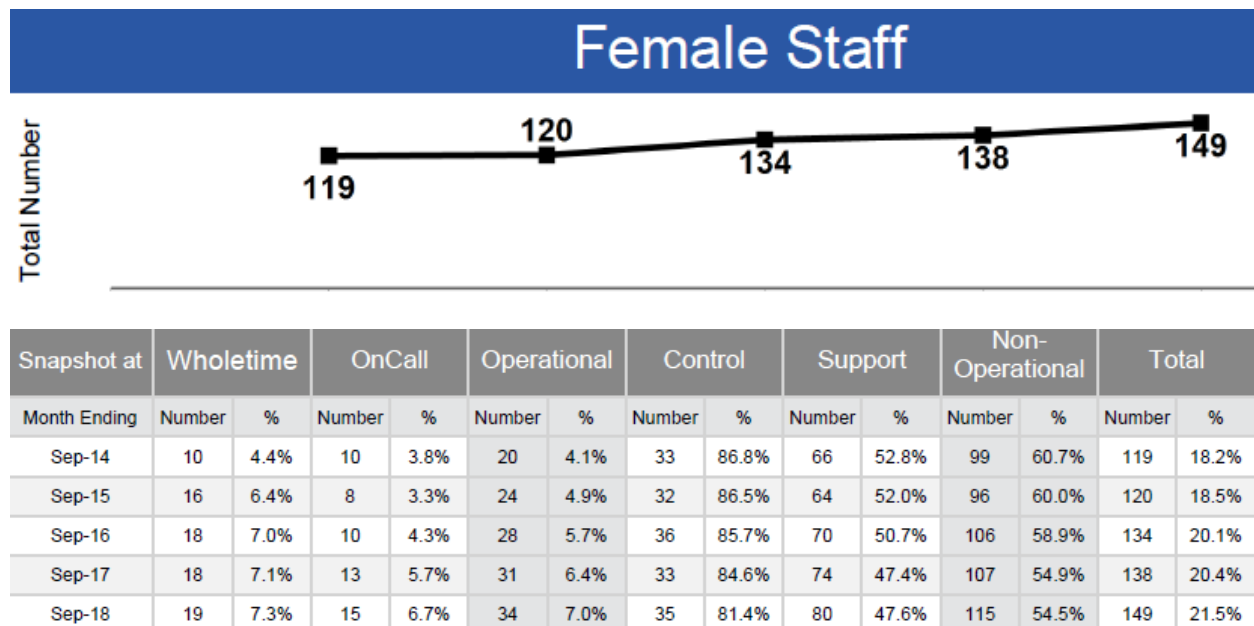


There has been a slow but welcome growth in percentage of both BME staff and managers. County wide 10% of our population identify as BME so there needs to be a continuous sustained effort into improving our ethnic diversity. The Positive Action Officer appointed in January 2018 provides a focused resource for this work. Her role is to make connections between BME communities and encourage operational staff to take up opportunities for building lasting relationships with communities who currently do not apply for jobs with us. Examples of this work are given in Community Engagement section but also include:

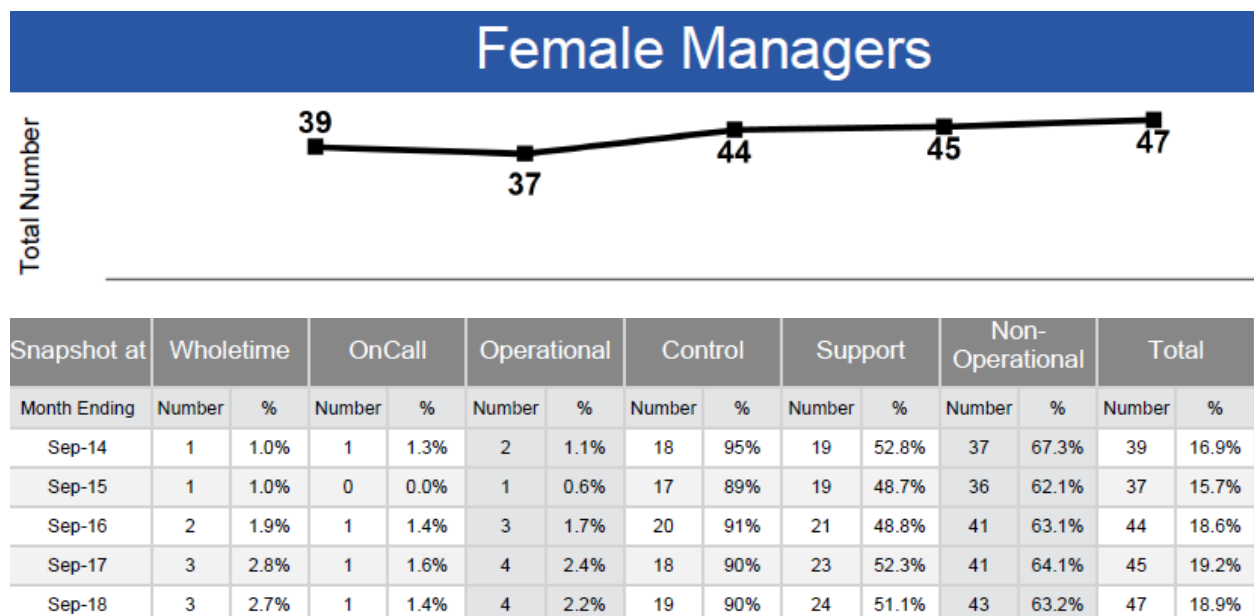
- Ops Crews supporting Sadaqa Day (charitable work to help local communities) and Peterborough Environment City Trust to keep communities tidy.
- Attending a Muslim girls' school to explain and demonstrate the work of CFRS.

- Support for Milfield Festival
- Working from local community centres
- Holding local “have go sessions” and promoting these to local communities.
- Joint careers information events with Cambs Police.
- Building more sustained relationships with students at local colleges to consider jobs and careers in CFRS.
- Sharing and learning from successes of Cambs Police.

Trend and Table 4 – Female staff

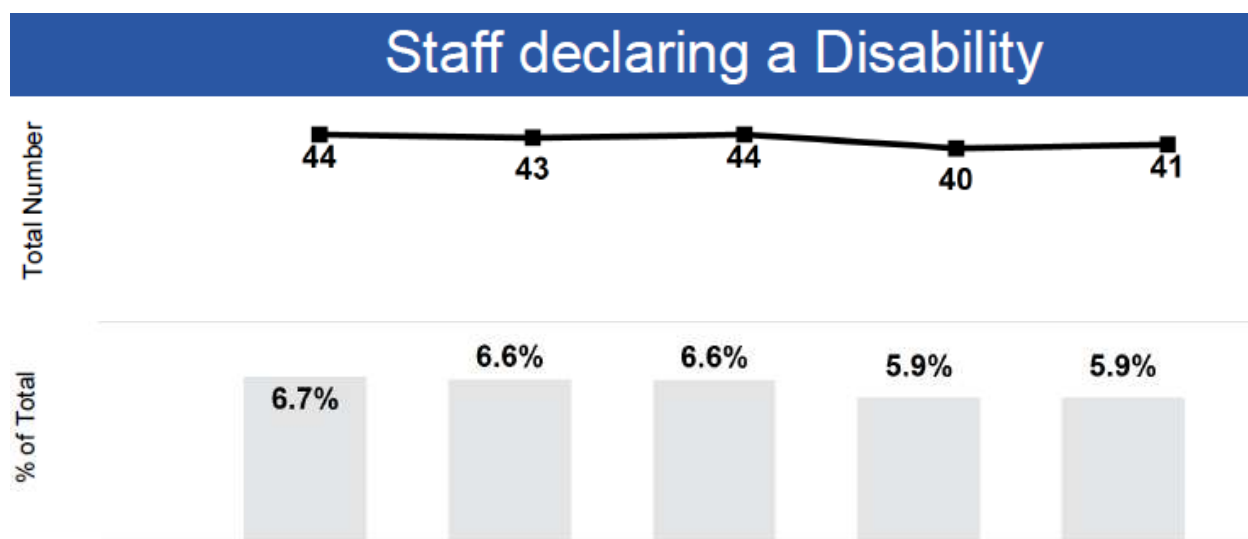


Trend and Table 5 – Female managers



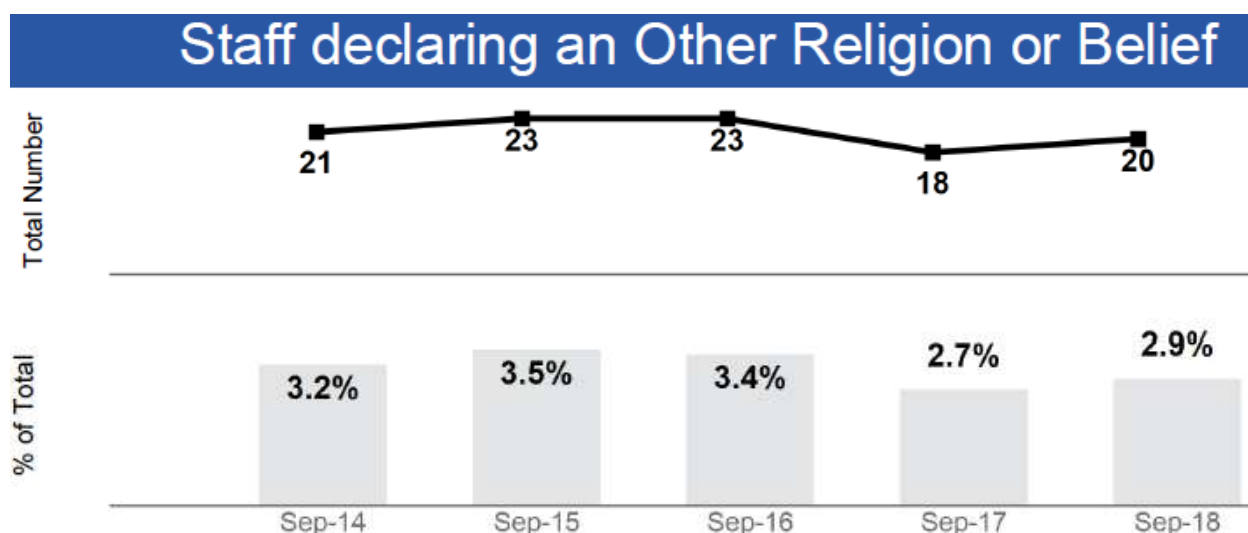
The proportion of female operational staff has grown to 7%. This compares well with the national figure of 5.2% (2016/17) although the figure for 2018 is not yet available.

Trend and Table 6 – Disabled staff



There has been a slight decline in disabled staff. Exit interviews indicate this is natural staff turnover and that there are no underlying trends connected to disability. Efforts to improve recruitment are focused on meeting the commitment of the “Disability Confident” scheme. This is a government scheme to encourage and keep disabled people in work. Under this scheme we are looking to offer a work placement to a disabled undergraduate through the Leonard Cheshire Change 100 scheme for summer 2019. We also began a process to offer a 12 week part-time placement to a disabled person hoping to return to work. Raising awareness on disability continued with 3 sessions on “understanding dyslexia” this year.

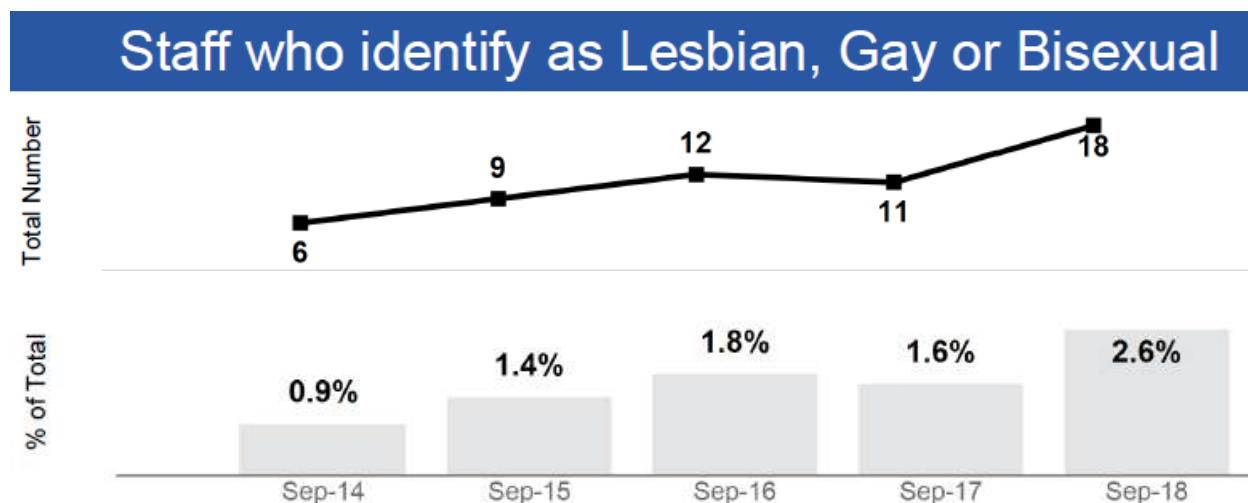
Trend and Table 7 – Religion or Belief¹



¹ “Another religion or belief” here refers to staff identifying with the main minority faiths in UK, i.e. Hindu, Islam, Sikh, Judaism and includes where staff have indicated “some other religion or belief” over and above these.

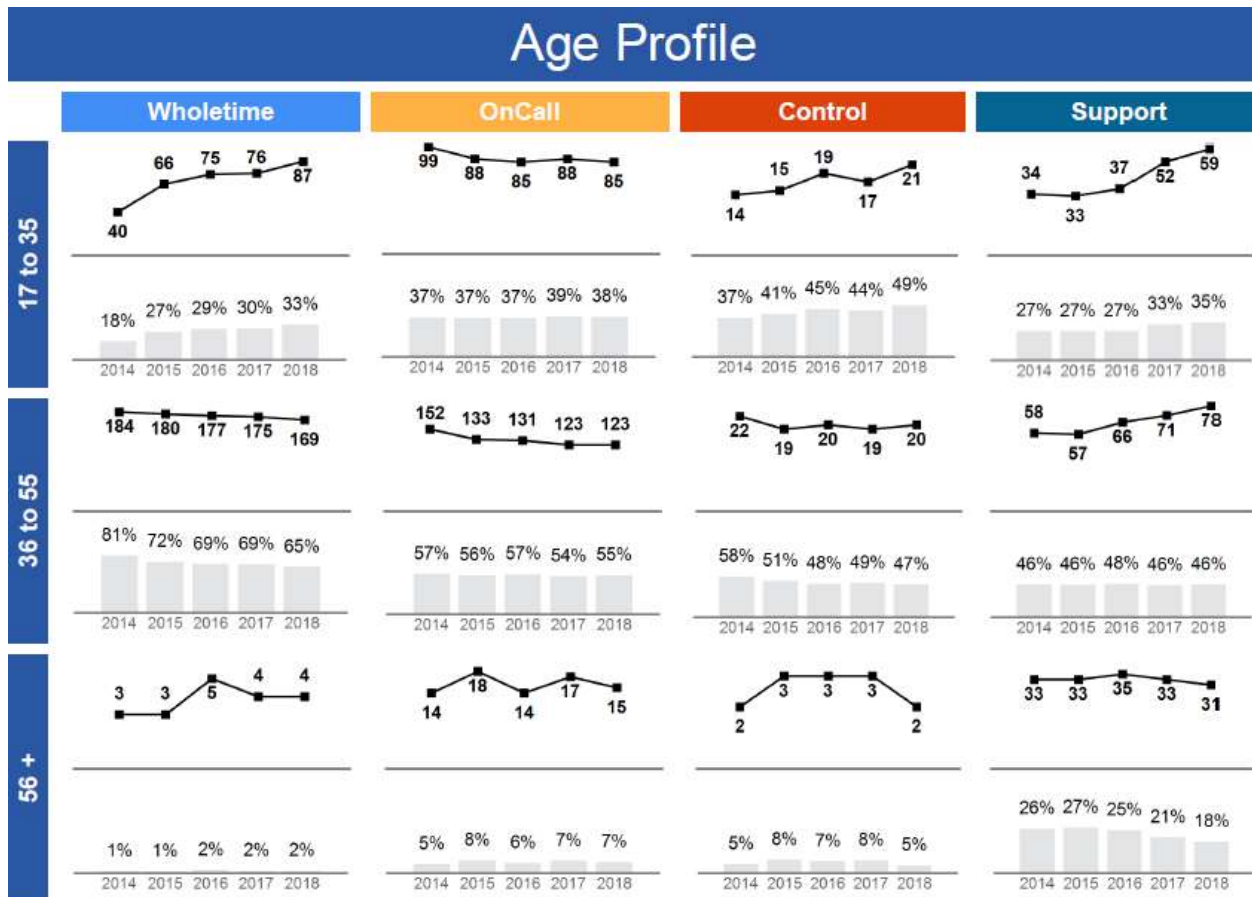
Changes in staff identifying as having a minority religion or belief has increased only slightly and it is hoped that work already underway in Peterborough (which has 11.7% of population belonging to a minority religion) will make a difference here. In the last year we have identified two offices at SHQ which can be used as quiet rooms and can be used for prayer observance.

Trend 8 – sexual orientation²



The increase in staff who identify as LG or B has been threefold over the last five years. Our continuing membership of Stonewall; support for LGBT History month in February of each year along with our support for local events (Peterborough Pride and Ely Pride) and support groups Kite Trust helps to show people of all sexual orientations that we are a welcoming and safe employer to work for.

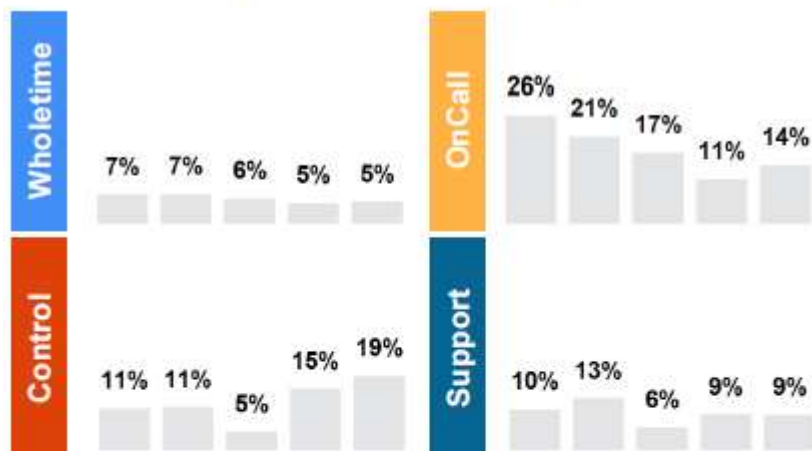
² Overall trend only is given for religion, belief and sexual orientation to prevent individuals being identified.



Four recruitment campaigns for wholetime Firefighters over the last 5 years, a number of retirements and turnover in Combined Fire Control have all contributed to an increase in the younger age groups. The only area where this is not the case is with On-call Firefighters which has seen an overall decline.

Analysis of leavers over 5 years

Percentage Staff Turnover by Staff Group

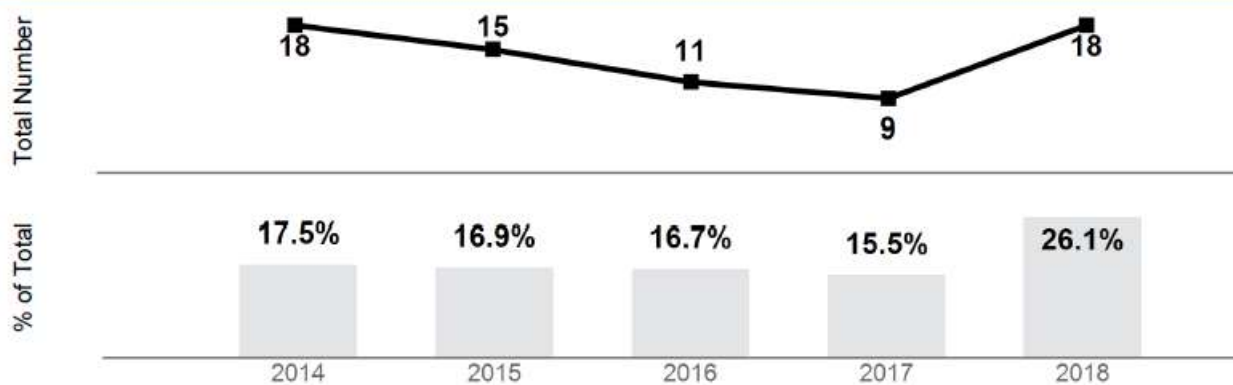


Number of Leavers

Year Ending	Wholetime	OnCall	Control	Support	Total
Sep-14	16	70	4	13	103
Sep-15	18	51	4	16	89
Sep-16	16	40	2	8	66
Sep-17	13	25	6	14	58
Sep-18	14	32	8	15	69

Analysis of the protected characteristics of leavers shows there were no leavers in the year to Sept 2018 from BME staff, disabled staff or staff of a minority religion or belief and only 1 from staff who identified as LGB.

Female Leavers



Number of women leaving (18) was disproportionately high at 26% of all leavers. This was mainly from professional support and Combined Fire Control staff who made up 89% (16) of all female leavers. Reasons for leaving did not indicate any specific concerns

but were a mix of retirements; transfer to other Brigades; move to new job or change of career; redundancy; end of fixed term contract; voluntary resignation (no further reason given) and compromise agreement.

Analysis of discipline cases

Disciplinary Cases 2017/2018		Informal outcome	First Formal Warning
Total Numbers		38	5
Issues	Availability & Attendance	31	2
	Failure to comply with policy	1	
	Inappropriate behaviour	2	
	Driving	1	1
	Capability	3	2
Gender		38 male	5 male
Ethnicity		37 white British or English; 1 other	Data set too small to publish
Sexual Orientation		30 heterosexual, 8 undisclosed or unknown	Data set too small to publish
Disability		21 Not disabled, 17 undisclosed	Data set too small to publish

Total number of discipline cases (43) was slightly higher than previous year (38) and again the majority of cases were connected to availability and attendance of On-call staff. Of the informal outcomes all were for male staff, the majority of White British ethnicity. While little detail can be given because numbers are so small there are no concerning trends for any specific protected characteristic.

Analysis of grievance cases

Grievance Cases 2017/2018			
Total Numbers		13	Outcomes
Issues	Bullying/Harassment	3	3 formal - partially upheld
	Terms and conditions of employment	2	1 formally upheld; 1 informally resolved
	Process	4	1 formal not upheld;
	Management	2	1 formal; 1 informally resolved
	Unfair Treatment	2	2 informally resolved

The number of grievance cases is consistent with previous year with similar number of issues about unfair treatment and bullying or harassment. The proportion of women raising grievances is higher than proportion of women in the organisation (38% vs 22%).

Of the five cases of unfair treatment and bullying or harassment, 3 (60%) were from women all of which were partially upheld or informally resolved. There are no other disproportionate outcomes for people of specific protected characteristics. A network of RESPECT champions is currently being established to provide staff with a confidential route to discuss concerns about behaviour and to be signposted to different options for dealing with this. This aims to help people resolve issues informally. Our training programme on professional behaviour at work which sets the standards expected continues.

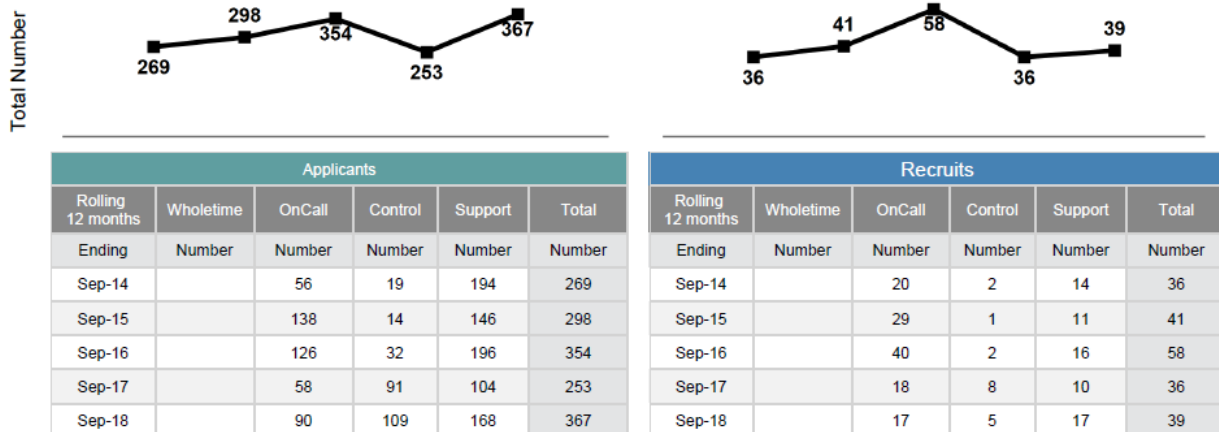
Return to work after maternity leave

Between 1st April 2017 and 31st March 2018, there were six members of staff on maternity leave. All but one have returned to work and that one expects to return in December 2018.

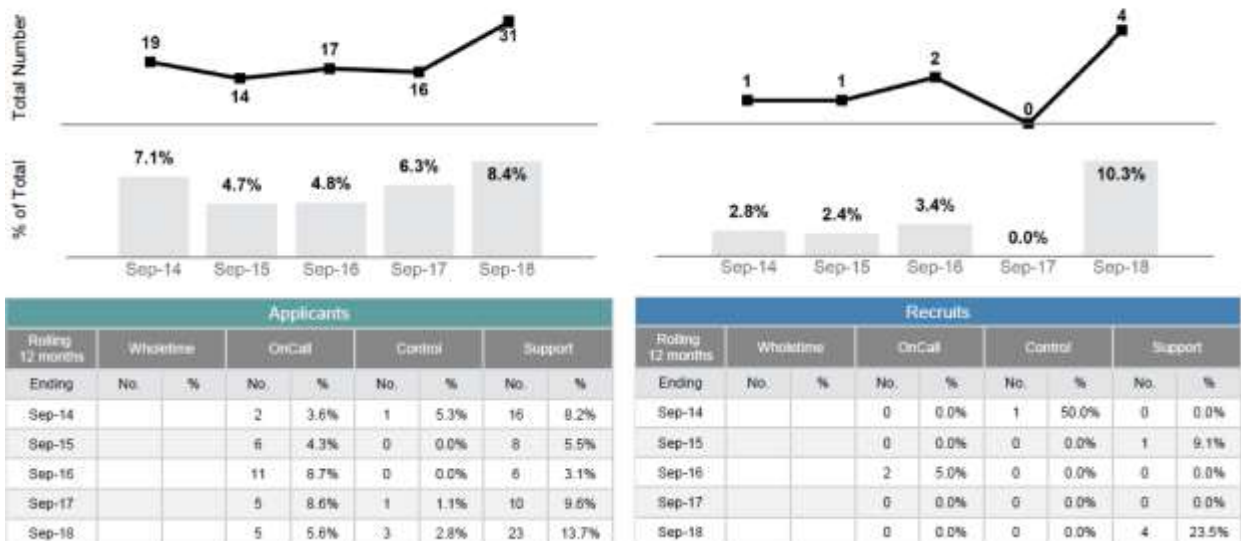
Recruitment analysis – attraction and success rate of job applicants

The following tables and graphs show the number of applicants and recruits for all staff groups apart from Wholtime firefighters which are shown is analysed in a later section.

Total number of Applicants and Recruits



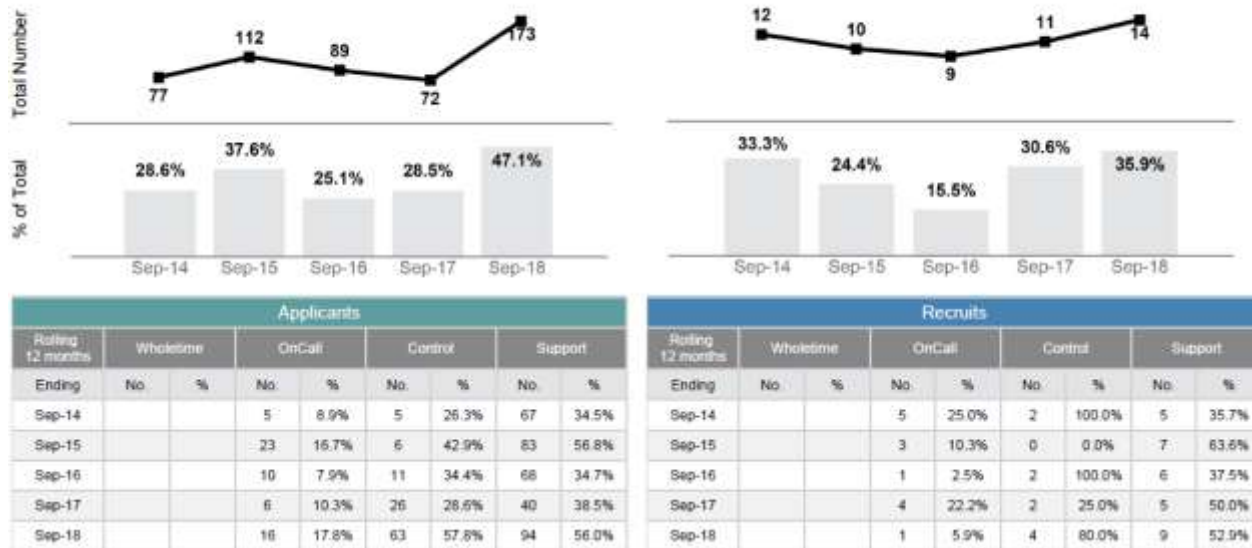
People with a Black and Minority Ethnic Background



Number of applicants from BME backgrounds has improved overall in the last few years. However number of recruits is not proportionate, particularly for On-call and Combined Fire Control staff. Processes have been reviewed to ensure they are fair and consistent and selectors are trained in selection interviewing and equality and inclusion.

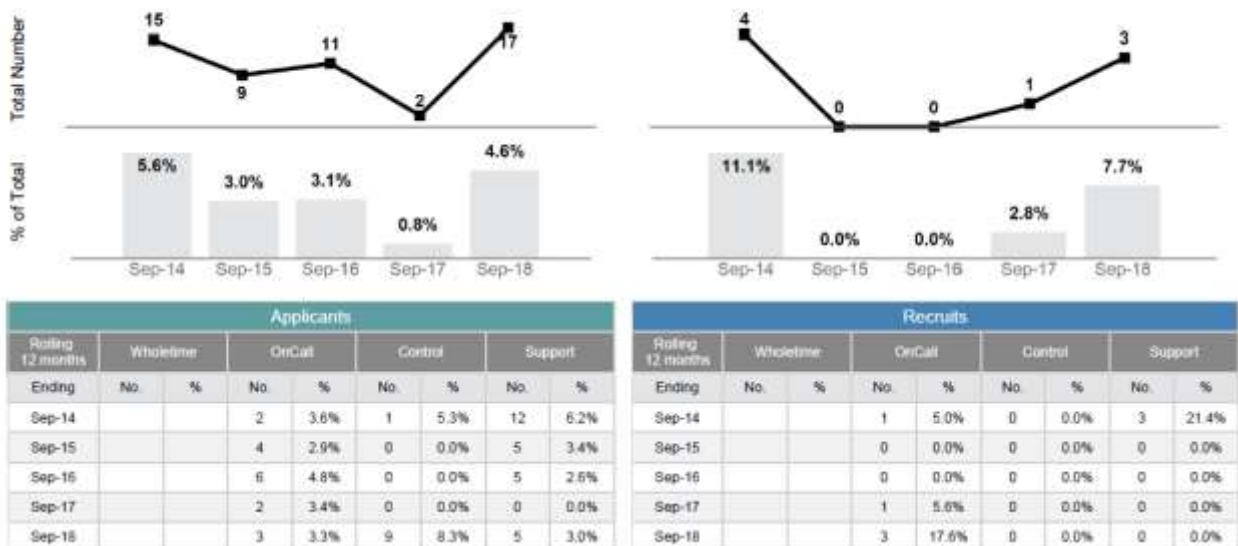
A further review of advertising and recruitment processes to Control is planned for the beginning of 2019.

Female Applicants and Recruits

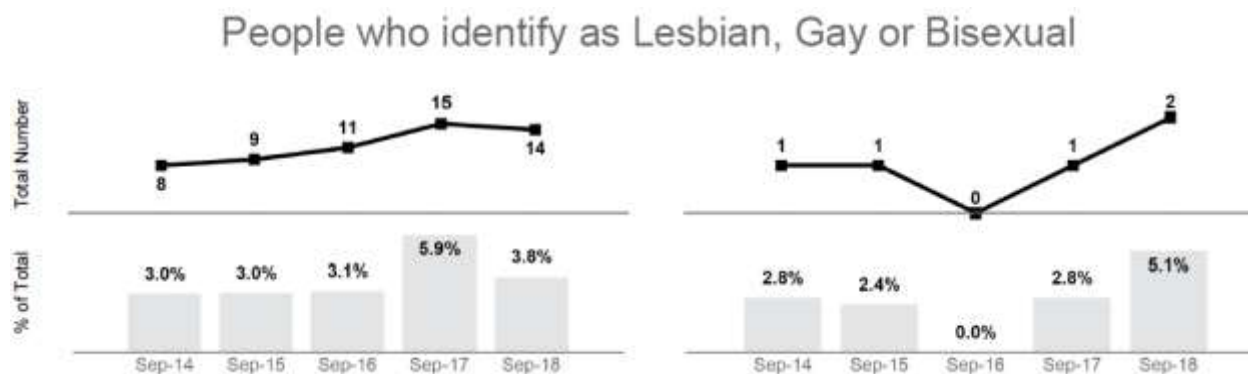


The number of women applying for posts has increased and so have successful recruits overall. Taster days at On-call stations have helped to attract a wider range of applicants however turning these into recruits has varied a lot over the last five years. The equality impact of On-call recruitment and training is regularly reviewed to ensure there is no disadvantage to women or other groups who share a protected characteristic.

People declaring a Disability

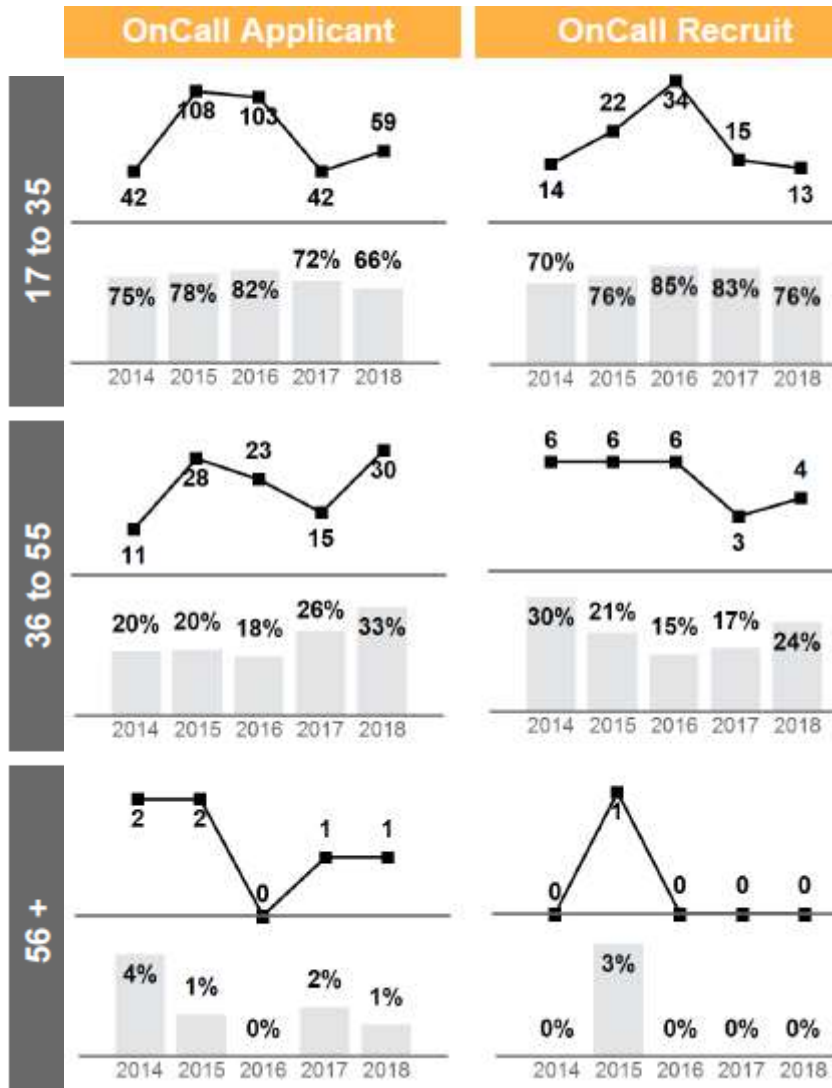


Numbers of disabled applicants and recruits are both low although the trend is improving slightly. Commitment to improving this is shown through our Disability Confident Scheme as well as support for new recruits with dyslexia.



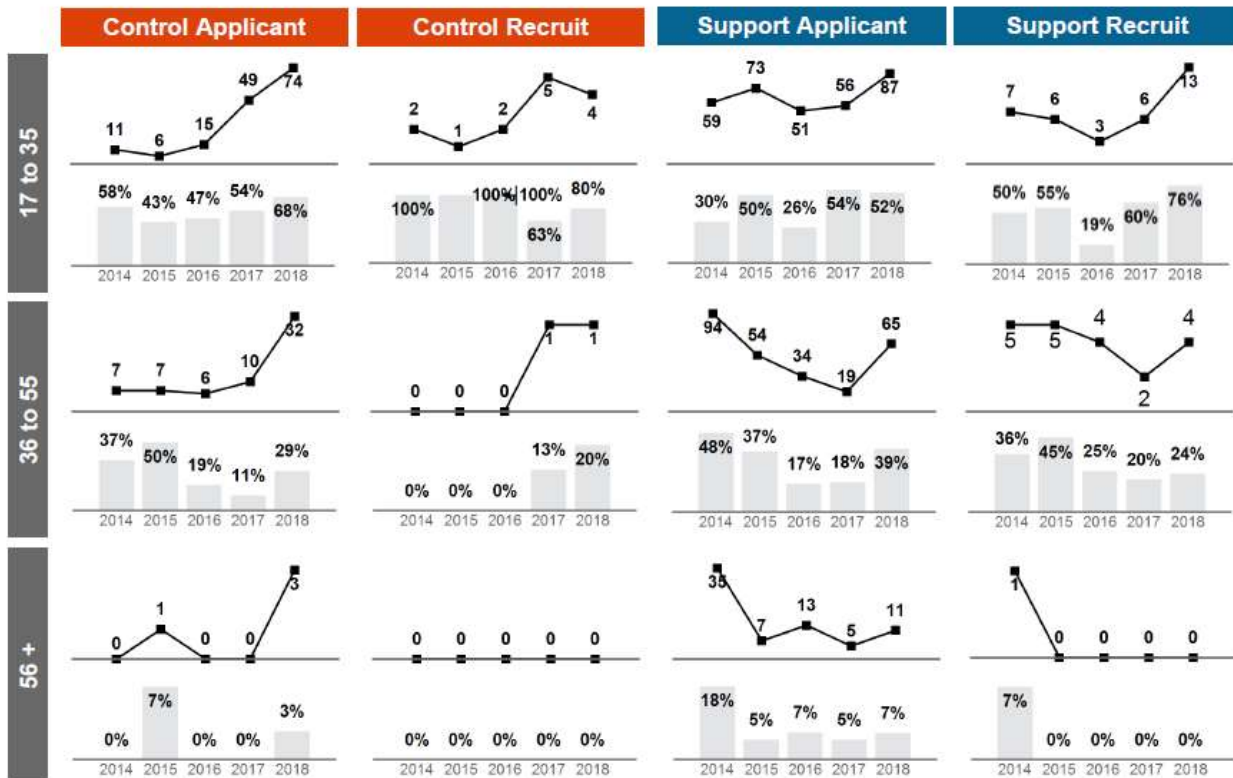
There has been a steady increase in numbers of staff who identify as LG or B and we continue to use our Stonewall membership to share good practice and opportunities with staff and managers. Annually we are included in the Stonewall “Starting Out” Careers Guide and we regularly include profiles and adverts for CFRS in LGB press.

Age Profiles



Age profile of On-call applicants and recruits shows the majority come from the 17-35 age group which is to be expected given the nature of the job and impact of On-call duty on mobility and lifestyle.

Age Profiles



Age profile for Combined Fire Control and professional support staff show that applicants over 56 are less likely to be employed than other age groups of other staff groups, although the number of applicants in this grouping is low.

Analysis of Wholtime Firefighter recruitment

A Wholtime Firefighter recruitment campaign began in 2018. Early promotion started in 2017 with four “have a go sessions” being held in October, two of which were aimed specifically at women. A social media campaign showcasing positive BME and female role models posts was delivered utilising case studies and videos. Much of this was shared with community group partners for onward sharing.

For the first time candidates were able to register and book a place at an information event on-line available 24/7 rather than having to do so by phone. Improved reporting meant that we were able to analyse the diversity of registrations immediately and focus social media messages to those groups we were not reaching.

Academic criteria remained as at 2016:

- 5 x GCSEs (A*-C/4-9 C including English and Maths) or equivalent
- Ability to swim
- Resident within 10 miles of Cambridgeshire county boundary
- Full and current driving licence

Candidates were required to book and attend an information event to receive an application pack. Total registrations were 441, a 29% increase on previous campaign. However, only 358 of those registering booked a place at an information event. The mandatory requirement to attend an information event has subsequently been reviewed and will not be required in future campaigns. Broad diversity breakdown is given below with comparison to 2016. County profile (2011 Census) data is also given as this is the workforce we aspire to.

Category		Options		2018		2016		County Census Data
Total number attending an information event				358	100%	252	100%	
Gender	Female			50	13.6%	24	9.5%	50.2%
	Male			305	85.7%	228	90.5%	
	Prefer to identify in another way			1	0.2%	0	0%	
	Prefer not to say			2	0.5%	0	0%	
Disability	Yes			7	1.6%	1	0.4%	
	No			349	97.7%	186	73.8%	
	Prefer not to say			2	0.7%	65	25.8%	
Ethnicity	BME			15	4.5%	8	3.2%	9.7%
	White			339	94.3%	244	96.8%	
	Prefer not to say			4	1.1%	0	0%	
Religion or Belief	Minority religion or belief ³			7	2.0%	5	2%	5.4%
	Christian			105	29.3%	86	34.1%	
	No religion			227	63.4%	142	56.3%	
	Prefer not to say			19	5.3%	19	7.5%	
Sexual Orientation	LGB			29	8%	8	3.2%	10% ⁴
	Heterosexual			305	85.2%	232	92.1%	
	Prefer not to say			24	6.7%	12	4.7%	

There was an increase in number and proportion of women, BME candidates, disabled candidates and LGB candidates at this stage. The only characteristic that did not see a proportionate improvement was in minority religions/beliefs. Applications received showed a similar trend as seen below.

³ Refers to Buddhist, Hindu, Jewish, Muslim Sikh or where other minority religion declared

⁴ Stonewall estimate national LGB population

Category	Options	2018		2016	
	Total number of applications	175	100%	186	100%
Gender	Female	29	16.6%	19	10.2%
	Male	145	82.9%	167	89.8%
	Prefer to identify in another way	0	0.0%	0	0.0%
	Prefer not to say	1	0.6%	0	0.0%
Disability	Yes	4	2.3%	2	1.0%
	No	170	97.1%	179	96.2%
	Prefer not to say	1	0.6%	5	2.9%
Ethnicity	BME	6	3.5%	5	2.6%
	White	166	94.9%	181	97.4%
	Prefer not to say	3	1.7%	0	0.0%
Religion or Belief	Minority religion or belief	3	1.7%	3	1.5%
	Christian	49	28.0%	64	34.4%
	No religion	113	64.6%	93	50.2%
	Prefer not to say	10	5.7%	26	13.9%
Sexual Orientation	LGB	13	7.5%	13	6.3%
	Heterosexual	148	84.6%	173	93.7%
	Prefer not to say	14	8.0%	9	4.3%

Following written, medical, occupational ability and fitness tests, remaining candidates went into final assessment day which featured an interview, presentation delivery and interactive exercise. Outcomes at each selection process are analysed to identify where there may be barriers to a particular group. The diversity breakdown of those successful at final assessment is summarised below in comparison to 2016. Full numerical details are not given as the small size of the data set could identify individuals.

Successful candidates

34 candidates were successful and 21 began their training in 2018, the remainder being placed on a holding list. 17.6% of successful candidates were women which is slightly higher than the proportion applying and higher than 2016 (10%).

2.9% identified as BME which is lower than the 3.5% applying but consistent with previous year. Positive action work with BME communities remains on-going. We invited Community Connectors from the Strategic Peterborough Partnership to observe the final assessment day and to give us feedback on the process. The intention is to invite community members to participate as assessors in selection processes in the future.

Proportion of LGB successful candidates improved considerably which suggests there are no obvious barriers within the process.

Proportion of people from minority religions is static at 0% and it is hoped efforts to encourage BME communities to consider careers in CFRS will extend to those of different religions and beliefs.

Gender Pay Gap

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

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

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

The gender pay gap regulations require us to include all employees and to calculate a number of gender pay gap measures with reference to all staff. However where it has been helpful to explain or further explore this pay gap, reference has been made to the pay (and gaps) between different groups of staff. The following calculations are required by the regulations and explained below. They are all expressed in percentages.

Mean Gender Pay Gap

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

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

Median gender pay gap

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

A median average involves listing all numbers in numerical order. The median average is the middle number when there is an odd number of results.

Mean bonus gender pay gap

The difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees. (regulation 10).

Median bonus gender pay gap

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

Proportion of males and females receiving a bonus payment

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

For Cambridgeshire Fire and Rescue Service, “bonus” as defined in regulation 10b includes payment related to *“productivity, performance or incentive”*

Proportion of males and females in each quartile pay band

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

Difference in mean hourly rate of pay	2017	2018
Mean hourly rate of pay for all male full-pay relevant employees	£18.25	£18.01
Mean hourly rate of pay for all female full-pay relevant employees	£14.86	£15.24
<i>% Difference in mean hourly rate of pay</i>	18.58%	15.38%
Difference in median hourly rate of pay	2017	2018
Median hourly rate of pay for all male full-pay relevant employees	£16.04	£15.75
Median hourly rate of pay for all female full-pay relevant employees	£13.81	£13.97
<i>% Difference in median hourly rate of pay</i>	13.90%	11.30%

Commentary: Both mean and median pay gaps have reduced compared to last year. This holds true for each individual staff group (Wholetime, Support, Control) when analysed individually but not for On-call staff. The most likely reason is the retirement of more experienced staff (likely to be at higher pay grades) and the recruitment of new staff who are more likely to start on lower salaries. For On-call staff the pay gap has widened which may reflect the gender diversity of staff in this group. 15 (6.7%) are women but only 1 (1.4%) female staff member is in a management band.

Difference in mean bonus pay	2017	2018
Mean bonus pay paid during the relevant period to male relevant employees who were paid bonus pay during that period	£54.19	£56.52
Mean bonus pay paid during the relevant period to female relevant employees who were paid bonus pay during that period	£53.88	£58.24
<i>% Difference in mean bonus pay</i>	0.57%	-3.04%

Commentary: The gap in mean bonus pay this year is in favour of women representing a 3.6% change over previous year.

Difference in median bonus pay	2017	2018
Median bonus pay paid during the relevant period to male relevant employees who were paid bonus pay during that period	£47.08	£47.58
Median bonus pay paid during the relevant period to female relevant employees who were paid bonus pay during that period	£47.08	£47.58
<i>% Difference in median bonus pay</i>	0.00%	0.00%
Proportion of male and female employees who received bonus pay	2017	2018
The number of male relevant employees who were paid bonus pay during the relevant period	317	291
The number of male relevant employees	516	506
<i>The proportion of male employees who received bonus pay</i>	61.43%	57.51%
The number of female relevant employees who were paid bonus pay during the relevant period	34	25
The number of female relevant employees	131	131
<i>The proportion of female employees who received bonus pay</i>	25.95%	19.08%

Commentary: The difference in proportions of men and women who received bonus pay reflects the fact that most bonuses (e.g. continuous professional development payment as incentive; resilience payments as productivity) apply to operational staff where there are many more men than women, or derive from operational terms and conditions of employment.

Proportion of male and female employees according to quartile pay bands	2017	2018
The number of male full-pay relevant employees in the lower quartile pay bands	110	106
The number of full-pay relevant employees in that quartile pay band	163	159
<i>Proportion of male employees in the lower quartile pay band</i>	67.48%	66.67%
The number of female full-pay relevant employees in the lower quartile pay bands	53	53
The number of full-pay relevant employees in that quartile pay band	163	159
<i>Proportion of female employees in the lower quartile pay band</i>	32.52%	33.33%
The number of male full-pay relevant employees in the lower middle quartile pay bands	124	117
The number of full-pay relevant employees in that quartile pay band	163	158
<i>Proportion of male employees in the lower middle quartile pay band</i>	76.07%	74.05%
The number of female full-pay relevant employees in the lower middle quartile pay bands	39	41
The number of full-pay relevant employees in that quartile pay band	163	158
<i>Proportion of female employees in the lower middle quartile pay band</i>	23.93%	25.95%
The number of male full-pay relevant employees in the upper middle quartile pay bands	134	145
The number of full-pay relevant employees in that quartile pay band	160	161
<i>Proportion of male employees in the upper middle quartile pay band</i>	83.75%	90.06%
The number of female full-pay relevant employees in the upper middle quartile pay bands	26	16
The number of full-pay relevant employees in that quartile pay band	160	161
<i>Proportion of female employees in the upper middle quartile pay band</i>	16.25%	9.94%
The number of male full-pay relevant employees in the upper quartile pay bands	148	138
The number of full-pay relevant employees in that quartile pay band	161	159
<i>Proportion of male employees in the upper quartile pay band</i>	91.93%	86.79%
The number of female full-pay relevant employees in the upper quartile pay bands	13	21
The number of full-pay relevant employees in that quartile pay band	161	159
<i>Proportion of female employees in the upper quartile pay band</i>	8.07%	13.21%

While the pay gap is generally moving in the right direction, we will continue with our work, articulated in the equality strategy and integrated risk management plan, to increase number of women in operational firefighting posts and men into Control posts and to improve their retention.

The equal pay audit proposed last year has been carried out by an external consultant and is currently in draft. This will make recommendations around pay and allowances which will be acted on.

Demography of Cambridgeshire and Peterborough – Census 2011

Cambridgeshire and Peterborough

Population : 804,841

Gender

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

Average Age
39 years

Median Age
38 years

Long Term Health Problem or Disability

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

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

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

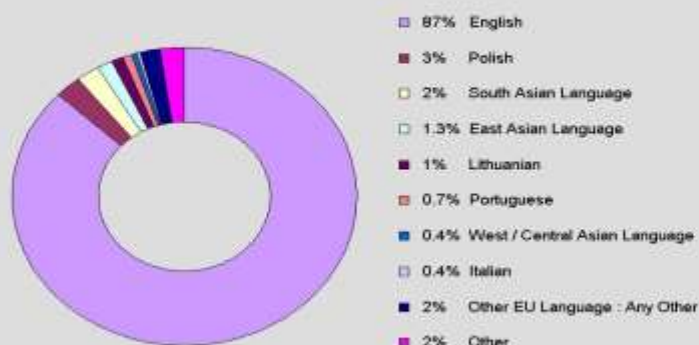
Age Range



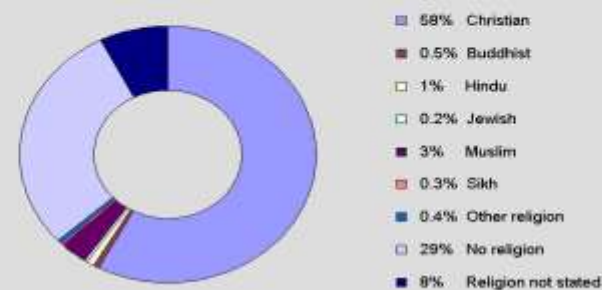
Ethnic Groups



First or Preferred Language aged 3 and over



Religion



Cambridge City District

Population : 123,867

Gender

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

Average Age
36 years

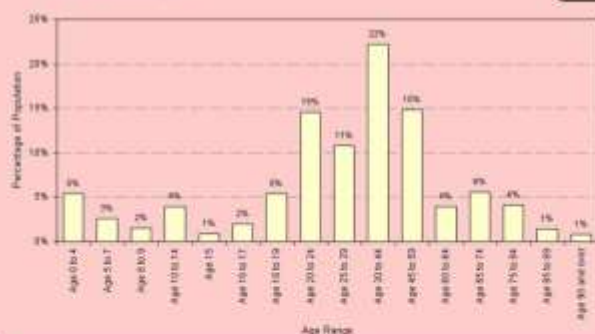
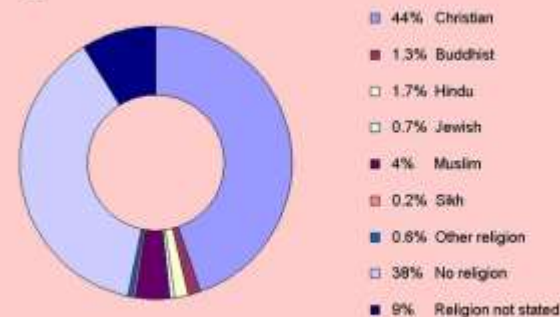
Median Age
31 years

Long Term Health Problem or Disability

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

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

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

Age Range**Ethnic Groups****First or Preferred Language aged 3 and over****Religion**

Peterborough District

Population : 183,631

- Appendix 1

Gender

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

Average Age
37 years

Median Age
35 years

Long Term Health Problem or Disability

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

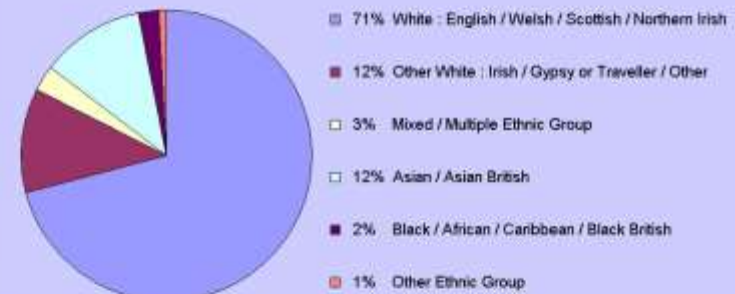
Day-to-day activities limited a little : 9% (16,538)

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

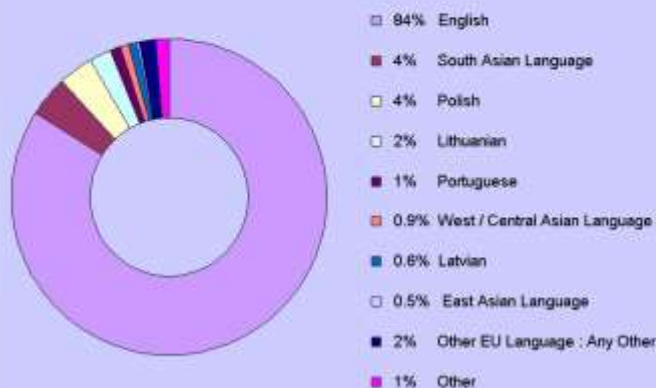
Age Range



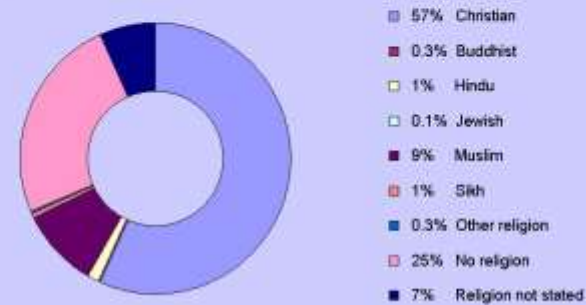
Ethnic Groups



First or Preferred Language aged 3 and over



Religion



TO: Policy and Resources Committee

FROM: Deputy Chief Executive Officer – Matthew Warren

PRESENTING OFFICER(S): Head of Human Resources – Samantha Smith
Telephone 01480 444500
samantha.smith@cambsfire.gov.uk

DATE: 20 December 2018

CAMBRIDGESHIRE FIRE AND RESCUE SERVICE MATERNITY PAY POLICY

1. Purpose

- 1.1 The purpose of this report is to inform the Policy and Resources Committee on work undertaken to review the Service's maternity pay provisions and to seek approval for the proposed revisions to contractual maternity pay in order that formal negotiation with trade unions can commence.

2. Recommendations

- 2.1 The Policy and Resources Committee is asked to;
- approve the proposed changes to contractual maternity pay in order to enable formal consultation to commence. Namely, to increase from six to 18 weeks full pay with effect from April 2019, with an associated change in the length of continuous service required to qualify for contractual maternity pay, from one year to two years by the eleventh week before the baby is due.
 - note the additional and concurrent work to review and update broader maternity provisions and support.

3. Risk Assessment

- 3.1 **Economic** – whilst there are economic risks for the Authority in committing to increase contractual maternity pay provision, significant cost modelling has been undertaken and the predicted additional costs are considered affordable in the longer term, given current financial planning assumptions. The predicted social and organisational benefits are predicted to outweigh the additional direct financial costs.
- 3.2 **Social** - whilst there is no direct evidence that increasing maternity pay provisions will directly impact on improved female diversity in the workforce, if it is affordable to the Authority to increase provision then this sends a message to prospective and current female employees that the Service values their contribution and will offer enhanced financial support to them whilst on maternity leave. It can also be used as a direct attraction mechanism. Thereby

the proposed change in policy is expected to contribute towards the achievement of strategic integrated risk management plan (IRMP) objectives.

- 3.2.1 The increase in continuous service requirement to qualify for contractual maternity pay does carry some social implication for the workforce; however the change in qualification period is felt appropriate in order to appropriately balance the direct and indirect costs of additional contractual maternity pay with those of supporting staff to achieve competence in their job role. This will also be mitigated by incorporating a transition period for the first year, which will allow for anyone going on maternity leave with less than two years continuous service to remain eligible for the current contractual maternity pay arrangements.

- 3.3 **Legal** – the legal obligation is to pay maternity pay at at least Statutory Maternity Pay (SMP) rates.

4. Background

- 4.1 As part of the Service's strategic work to attract and retain a more diverse workforce, the contractual maternity pay policy has been reviewed. This is part of a larger piece of work being undertaken to review and update the Service's broader maternity provisions and how female employees are supported during their pregnancy, maternity leave and on their return to work.
- 4.2 Contractual maternity pay is distinct from SMP, which is paid in addition and is largely recoverable. The vast majority of employees qualify for SMP, which is paid at the rate of 90% of average weekly earnings for the first six weeks, followed by 33 weeks paid at a flat rate (currently £145.18 per week).
- 4.3 The Service's current contractual maternity pay is six weeks full pay.
- 4.4 Benchmarking analysis has shown this to be a significantly lower than average package. The sector leaders in this area pay the equivalent of 45 weeks full pay. However it is important to note that the workforce profiles in these Services are notably different from Cambridgeshire Fire and Rescue Service (CFRS); therefore different financial planning assumptions will have been made when considering the long term affordability of their maternity pay provisions.
- 4.5 Benchmarking has also been undertaken against Cambridgeshire Constabulary. Their current maternity pay package is equivalent to CFRS however they have undertaken a similar review exercise and are currently consulting on an increase in maternity pay provision to 18 weeks full pay.
- 4.6 Feedback from female staff (across all areas of the Service) is that the maternity provisions in CFRS (including but not limited to maternity pay provisions) are a significant factor in longer term retention. For context, 28 instances of maternity leave have been taken in the past seven financial years (including two to commence before end of this financial year). Of these seven individuals (25%) have since left the Service so have not been retained in the long term.

5. Cost Modelling and Assumptions

- 5.1 A number of alternative maternity pay packages have been considered by Chief Officers. In order to understand and predict longer term affordability, these have been modelled against the actual number of maternity leaves which have been taken in the last seven financial years, as well as various predictions for increased maternity leaves in future years.
- 5.2 The exact number of maternity leaves can never be precisely predicted and it is accepted that there will be peaks and troughs from year to year, both in terms of the numbers of staff taking maternity leave as well as the levels in the organisation at which these staff work (as salary levels will impact maternity pay costs).
- 5.3 Data from the last seven financial years shows that the current average is four maternity leaves per annum, with actual numbers varying from one to five per annum. The data includes staff from all areas of the Service and from a range of salary levels and is therefore considered to be sufficiently representative to enable meaningful cost modelling.
- 5.4 Other factors have also been considered when determining which alternative increased contractual maternity pay package to recommend to the Policy and Resources Committee. These are:
 - 5.4.1 The fact that maternity pay provisions are mirrored for adoption pay provisions, so any change in provisions would also impact on CFRS's adoption pay policy. In circumstances of adoption (including surrogacy) the parents may choose which of them takes main adoption leave and which takes parental support leave (which mirrors paternity leave). This is, however considered a minimal risk in terms of longer term affordability, as only one individual from the Service has taken adoption leave in memory/records and it can reasonably be presumed that any future numbers would also be low, as Department for Education data shows that only around 4,500 adoptions took place in England in 2017 (latest data available).
 - 5.4.2 The risk of potential future increased costs relating to the costs of shared parental leave. Shared parental leave allows mothers to end maternity leave/pay early so that one or both parents can take leave in a more flexible way during the baby's first year. The current legal position is that if shared parental leave is taken, the maternity leave comes to an end, and any remaining statutory maternity leave and pay entitlement only is transferred over to the partner (or can be shared in alternating blocks between the parents). However this position is subject to ongoing legal challenge. As yet this challenge is unsuccessful, however it can be foreseen that the legal position may well change in the future. This is considered a moderate risk and could mean that any remaining contractual pay entitlement (not just statutory pay entitlement) would transfer to the partner. This has the potential to increase costs (perhaps significantly) for any employer who employs both parents.

- 5.4.3 The impact of notional backfill costs for maternity leave absence. For the purposes of cost modelling, these have been based on the on-costed cost of a firefighter, although it is accepted that the rank of control staff going on maternity leave in last seven years varies up to Watch Commander and that the salaries of professional support staff going on maternity leave can also vary significantly. Although the notional backfill costs do not vary in the different alternative scenarios modelled and in reality not all roles are directly back-filled, they still are a factor when considering the overall affordability of alternative increased contractual maternity pay provision.
- 5.5 Considering all of the above, the recommendation is to increase contractual maternity pay to 18 weeks full pay. The recommendation is to increase with effect from April 2019, with pro-rating of the new pay provisions to be applied to those staff on maternity leave at that point.
- 5.6 Using data from the last seven financial years, the additional cumulative cost if this provision had been in place equates to just over £183,000 (an average of just over £26,000 per year). The full cost modelling of this scenario, including a breakdown for each financial year, is at Appendix 1.
- 5.7 It is proposed that additional costs will be funded from reserves for the first year, in order to monitor actual increased costs against predicted, before building into base budgets for future years.
- 5.8 Cost modelling for predicted future maternity leaves is also shown at Appendix 1. Using the average cost for a single maternity leave, predictions of four, eight, 12 and 16 maternity leaves per annum in future have been modelled.
- 5.9 Considering future predicted increases in the number of maternity leaves per annum alongside other financial pressures, increasing maternity pay provision to 18 weeks full pay is considered currently to be most realistically affordable in the longer term.

6. Length of Continuous Service to Qualify for Contractual Maternity Pay

- 6.1 The current qualification period for contractual maternity pay is one years continuous service at the 11th week before the baby is born.
- 6.2 It is proposed that alongside the increase in contractual maternity pay, the qualification period is increased to two years continuous service by the 11th week before the baby is due.
- 6.3 This is felt appropriate in order to appropriately balance the direct and indirect costs of additional contractual maternity pay with those of supporting staff to achieve competence in their job role.
- 6.4 Data from the last seven years shows that this change in qualification period would have affected one employee taking maternity leave (out of 28 periods of maternity leave taken). To mitigate any potential impact associated with this

change, it is proposed that in the first year, transition arrangements would apply, with anyone taking maternity leave who did not have two years continuous service by the 11th week before their baby was due continuing to be eligible for the current contractual maternity pay entitlement (six weeks full pay).

7. Equality Impact Assessment and Consultation

- 7.1 An equality impact assessment has been completed and can be seen at Appendix 2. The impact expected from increasing contractual maternity pay provision is positive however it is noted that maximisation of this positive impact will need to be balanced with longer term affordability considerations.
- 7.2 As the proposal is a change to employee terms and conditions, it will be subject to formal negotiation with the recognised trade unions. However as it represents a notable enhancement to current terms and conditions, this is not expected to be problematic.

8. Broader Work

- 8.1 As noted in paragraph 4 above, the review of contractual maternity pay provision is part of a larger piece of work being undertaken to review and update the Service's broader maternity provisions and how female employees are supported during their pregnancy, maternity leave and on their return to work.
- 8.2 A number of focus groups have been held to gather views on what the Service currently does well to support women through pregnancy and maternity leave and where the opportunities are to further improve. All staff who have been on maternity leave in the last five years, or who are known to be currently pregnant, were invited to attend. An open invitation was also issued to all staff in order to gather the most rounded views and understand what works well and what the challenges are from all perspectives (e.g. line managers and colleagues, as well as pregnant members of staff)
- 8.3 Conversations at the focus groups were incredibly constructive and show that staff are very willing to work with the Service to share their experiences in order to help make improvements.
- 8.4 A number of further ways in which we can improve broader support for people throughout their entire maternity experience have been identified from the focus groups. Those that are being taken forward for implementation by April 2019 are;
- guidance documents for both employees and line managers, plus an e-learning package for line managers,
 - a working group to address and finally resolve issues with regard to maternity uniform,
 - engagement with the wider workforce to explore possibilities around modified duties for pregnant employees and also how to involve and

engage with our male colleagues about the way in which maternity issues affect / impact on them - as fathers, as colleagues and as managers,

- IVF guidance,
- refresh of maternity risk assessment.

8.5 In 2019/20, once these initial improvements are made, Phase two will see;

- the introduction of a “maternity mentors” scheme to provide additional practical support and advice to both pregnant employees and line managers. Appropriate guidance needs to be ready first, as well as wider engagement to encourage colleagues from across the Service to be involved and champion such a scheme.
- more work undertaken regarding longer term broader opportunities for flexibility on return to work after maternity leave. With some of the groundwork in place regarding how women are supported during their pregnancy and maternity leave, this should follow on logically.

BIBLIOGRAPHY

Source Document	Location	Contact Officer
Cambridgeshire and Peterborough Fire Authority Maternity Policy (current published version)	Service HQ Hinchbrooke Cottage Brampton Road Huntingdon	Sam Smith Head of Human Resources 07717 476176 samantha.smith@cambsfire.gov.uk

Appendix 1 – Cost Modelling

Employee Number	Mat Leave Start Date	Mat Leave End Date	Statutory Maternity Pay
13	08 Oct 2012	07 Oct 2013	9726.22
21	12 Nov 2012	31 Oct 2013	7884.45
17	17 Dec 2012	15 Sep 2013	6987.26
15	24 Jan 2013	08 Sep 2013	5263.23
18	18 Mar 2013	17 Mar 2014	7230.70
16	28 Mar 2013	31 Dec 2013	9043.86

Current Contractual Maternity Pay (six weeks)	Weekly Pay	Government Funding (92% of SMP)	Current costs (six weeks full pay plus SMP less Govt. funding)
5821.20	970.20	8948.12	6599.30
3429.79	571.63	7253.69	4060.55
2762.76	460.46	6428.28	3321.74
1903.71	317.29	4842.17	2324.77
3036.68	506.11	6652.24	3615.14
4982.88	830.48	8320.35	5706.39
Subtotals for Financial Year (FY)			25,627.88

18 weeks full pay	Cost of proposed new model (18 weeks full pay plus SMP less Govt. funding)
17463.60	18241.70
10289.37	10920.13
8288.28	8847.26
5711.13	6132.19
9110.04	9688.50
14948.64	15672.15
	69,501.92
Additional cost for FY	43.874.04

19	08 Apr 2013	05 Jan 2014	7557.90
23	20 Apr 2013	19 Apr 2014	7806.12
22	20 May 2013	19 May 2014	0.00
	11 Jun 2013	10 Jun 2014	6600.30
14	24 Jun 2013	23 Mar 2014	6571.74

3382.68	563.78	6953.27	3987.31
2892.12	482.02	7181.63	3516.61
307.06	51.18	0.00	307.06
1608.24	268.04	6072.28	2136.26
2286.90	381.15	6046.00	2812.64
Subtotals for FY			12,759.88

10148.04	10752.67
8676.36	9300.85
921.18	921.18
4824.72	5352.74
6860.70	7386.44
	33,713.88
Additional cost for FY	20,954.00

12	20 Oct 2014	19 Jul 2015	0.00
1	25 Oct 2014	24 Oct 2015	7707.00
24	09 Feb 2015	02 Jan 2016	7449.26

2727.29	454.55	0.00	2727.29
3352.44	558.74	7090.44	3969.00
2987.04	497.84	6853.32	3582.98
Subtotals for FY			10,279.27

8181.87	8181.87
10057.32	10673.88
8961.12	9557.06
	28,412.81
Additional cost for FY	18,133.54

8	06 Aug 2015	04 Aug 2016	7667.10
10	03 Sep 2015	20 Apr 2016	8784.30
7	07 Sep 2015	04 Sep 2016	8209.32
11	20 Nov 2015	04 Sep 2018	7419.30
6	25 Feb 2016	22 Feb 2017	8833.86

3444.21	574.04	7053.73	4057.58
5628.84	938.14	8081.56	6331.58
3712.17	618.70	7552.57	4368.92
2938.25	489.71	6825.76	3531.79
4093.60	682.27	8127.15	4800.31
Subtotals for FY			23,090.18

10332.63	10946.00
16886.52	17589.26
11136.51	11793.26
8814.75	9408.29
12280.80	12987.51
	62,724.32
Additional cost for FY	39,634.14

	11 May 2016	10 May 2017	7466.76
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3485.16	580.86	6869.42	4082.50
Subtotals for FY			4,082.50

10455.48	11052.82
	11,052.82
Additional cost for FY	6,970.32

3	28 Jul 2017	26 Jul 2018	8339.10
9	13 Sep 2017	11 Sep 2018	7888.44
2	20 Oct 2017	18 Oct 2018	7883.40
4	11 Dec 2017	09 Dec 2018	9116.52

3684.45	614.08	7671.97	4351.58
3550.47	591.75	7257.36	4181.55
3520.40	586.73	7252.73	4151.07
4134.60	689.10	8387.20	4863.92
Subtotals for FY			22,295.47

11053.35	11720.48
10651.41	11282.49
10561.20	11191.87
12403.80	13133.12
Additional cost for FY	
	38,047.66

	12 May 2018	08 Feb 2019	8167.74
5	02 Jun 2018	31 May 2019	8460.06

4133.91	688.99	7514.32	4787.33
3684.45	614.08	7783.26	4361.25
Subtotals for FY			9,148.58

12401.73	13055.15
11053.35	11730.15
Additional cost for FY	
	15,636.72

Total Costs **107,283.77**

Total Additional Costs	290,534.19
	183,250.42

Maternity leave starts in FY		
	2012/13	6
	2013/14	5
	2014/15	3
	2015/16	5
	2016/17	1
	2017/18	4
	2018/19	4 (FY not complete, 2 started & 2 more currently expected before FY end)
Average per FY		4

Average cost of maternity leave (per person)	6 weeks full pay	3,973.47
	18 weeks full pay	10,760.53

Potential future costs (average)	if 4 mat leaves/year	43,042.12
	if 8 mat leaves/year	86,084.24
	if 12 mat leaves/year	129,126.36
	if 16 mat leaves/year	172,168.48

Appendix 2 – Equality Impact Assessment



CAMBRIDGESHIRE
FIRE & RESCUE SERVICE



EQUALITY IMPACT ASSESSMENT

Please ensure you have **Final Showing Markup** and **Show Comments** selected in toolbar above to see further guidance.

Introduction

The general equality duty (Equality Act 2010) means Cambridgeshire Fire and Rescue Service must have **due regard** to the need to:

Eliminate unlawful discrimination, harassment and victimisation

Take opportunities to advance equality

Foster good relations with and between underrepresented or disadvantaged groups.

These requirements are in relation to the protected characteristics (PC) of **age, disability, ethnicity (including nationality, national origin, colour and race); gender reassignment; marriage or civil partner status, maternity and pregnancy, religion or belief, sex, sexual orientation.**

This means:

Removing or reducing disadvantage experienced by people due to a PC

Taking steps to meet the needs of people from PC groups where these are different from other peoples' needs.

Encourage people from PC groups to participate in public life or in other activities where their participation rate is disproportionately low.

The following analysis helps us meet these responsibilities.

Department/Station :	Title of policy, service or activity
Human Resources	Proposal to increase contractual maternity pay provision
Completed by:	Date EqlA completed & DMS number
Sam Smith, Head of HR	07 Sept 2018, DMS #537473
Lead Manager/Officer	Is policy new/proposed; existing or changing?
Sam Smith	Changing

Part 1 Assessing impact on different groups

a. Brief summary of aims of policy, activity or service.

A proposal to increase the contractual maternity pay provision for all staff (subject to qualifying length of service), in order to support an increase in recruitment and retention of a more diverse workforce.

Provisions also to be mirrored for those taking main adoption leave (including surrogacy).

b. Who are the main stakeholders to the policy, activity or service and who should it benefit?

All staff eligible to take maternity leave

All staff eligible to take adoption leave

Trade Unions

COG / COAG

Fire Authority (must approve any required budgetary changes)

c. Evidence or information used to assess impact.

The Service's strategic aim to increase the diversity of the workforce and to remove all possible barriers to achieving this is set out in the IRMP.

The data on gender diversity of the workforce as at 30 June (latest available data) for the rolling 5 year period is as follows:

Snapshot at	Wholetime		OnCall		Operational		Control		Support		Non-Operational		Total	
Month Ending	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Jun-14	11	4.8%	10	3.6%	21	4.2%	34	87.2%	65	53.7%	99	61.9%	120	18.0%
Jun-15	11	4.8%	10	4.1%	21	4.4%	32	84.2%	66	54.1%	98	61.3%	119	18.8%
Jun-16	15	6.3%	10	4.3%	25	5.3%	36	85.7%	66	52.0%	102	60.4%	127	19.8%
Jun-17	18	7.2%	12	5.1%	30	6.2%	35	83.3%	72	49.7%	107	57.2%	137	20.4%
Jun-18	16	6.6%	15	6.5%	31	6.6%	33	78.6%	79	47.9%	112	54.1%	143	21.0%

Although improvements have been made over the past 5 years, there is still more to do to ensure gender diversity reflects the demographic of the communities we serve (50.2% in 2011).

Whilst there is no direct evidence that increasing maternity pay provisions will directly impact on improved female diversity in the workforce, if it is affordable to the Authority to

increase provision then this sends a message to prospective female employees that the Service values their contribution and will offer enhanced financial support to them whilst on maternity leave. It can also be used as a direct attraction mechanism.

It is difficult to draw on specific information to assess the impact on those who may take main adoption leave, as little data exists nationally on the numbers of individuals taking adoption leave from employment, and only one individual from the Service has taken adoption leave in memory/records. However it can reasonably be presumed that numbers would be low, as Department for Education data shows that around 4,500 adoptions took place in England in 2017 (latest data available, see https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/664995/SFR50_2017-Children looked after in England.pdf)

d. From the evidence, which protected characteristic group(s) (see comment for full list) are likely to be impacted by this policy compared to people in general? Give a summary of the impact; whether it is positive or negative; affects community, staff or both.

The proposed increase to maternity pay provision is most likely to affect female staff who become pregnant whilst in the Service's employment.

The mirroring of maternity pay provisions for adoption leave could in theory affect any employee of the Service, as in circumstances of adoption (or surrogacy) the parents may choose which of them takes main adoption leave and which takes parental support leave (which mirrors paternity leave).

In both cases this is a positive impact.

e. Conclusion – what changes – if any - can be made to improve the policy or activity in order to reduce any negative impact or to maximise positive impact?

None deemed necessary as the impact is positive.

It will be for the Fire Authority to determine and agree the affordability of any increase to maternity pay provisions, based on the projected increased costs (not just of increasing provision but of a potential increase in the number of maternity leaves that may be taken from the Service in future years). Therefore the maximisation of impact will need to be balanced with affordability considerations.

TO: Policy and Resources Committee

FROM: Service Transformation Manager – Tamsin Mirfin

PRESENTING OFFICER(S): Service Transformation Manager – Tamsin Mirfin

Telephone: 07900 267944

tamsin.mirfin@cambsfire.gov.uk

DATE: 20 December 2018

STRATEGIC RISK AND OPPORTUNITY MANAGEMENT REGISTER – MONITORING REPORT

1. Purpose

- 1.1 The purpose of this report is to provide the Policy and Resources Committee with an updated strategic risk report, as at November 2018, highlighting those risks that are considered above the risk appetite of the Authority.

2. Recommendation

- 2.1 The Policy and Resources Committee is asked to review and note the strategic risk report and the risk distribution (Appendix 1).

3. Risk Assessment

- 3.1 The strategic risk report potentially cuts across all of the criteria identified in Paragraph 4.1 below as, without effective risk management and appropriate, identified controls in place to manage the risk, any one of the risks may impact on the Authority.

4. Background

- 4.1 Risk management is a key element of corporate governance. It enables the Authority to;
- quantify the Authority's exposure to risk and take action to mitigate the risk, where the level of risk is deemed unacceptable to the Authority or the community it serves,
 - focus on priorities,
 - reinforce good practice,
 - encourage improved planning,
 - challenge poor performance.
- 4.2 It is the role of the Policy and Resources Committee to review the strategic risk report to ensure all perceived **High** and **Very High** strategic risks are included and assessed correctly with associated actions to address the identified risks.
- 4.3 The risk register has been refreshed with the current risks reviewed and assessed for their current validity and the mitigation actions have been updated or amended as necessary.
- 4.4 To provide further clarity of the status of the risks within the strategic risk register they have been categorised as Constants or Events.

- 4.5 Constants are risks we would not expect to remove but we can control them to an acceptable level for example, the risk of financial crime. These Constants then have a state of either Active or Controlled. Active denotes that we are seeing an increased threat and are initiating further reduction actions. Controlled denotes that we have sufficient measures in place and the risk does not require additional action at this time.
- 4.6 Events, are risks that are initiated by an event, they are likely to arise and disappear for example, the comprehensive spending review. The risk associated with this will only be present whilst we are undertaking the review and once it is completed they will disappear or be realised (occur). If we are aware of an event but it has not occurred we note these risks as dormant, if the event is occurring the risks attached to it are live.
- 4.7 The state of a risk allows us to prioritise those for immediate attention and those that we should regularly monitor. It will also assist with reporting to ensure that the state of our risks is clearly understood.
- 4.8 The Authority's strategic risks are continuously reviewed by the Chief Officers Advisory Group against the following risk categories;
- Political,
 - Economic,
 - Social,
 - Technological,
 - Legislative,
 - Environmental,
 - Customer/Citizen.
- 4.9 Influencers such as legislation, the changing national focus for the fire and rescue service and suggestions made by Members and Officers are also taken into account. Risk exposure has then been assessed by forming a view on the probability of the risk occurring together with the impact of an occurrence.

5. Strategic Risk Review

- 5.1 The distribution of risk from the strategic risk register is shown in Appendix 1. This shows the spread of risk scores with an accompanying short description of each risk.
- 5.2 The highest risk posed to the Service remains ICT cyber-attacks; mitigation actions are in place and these are tested regularly through system penetration testing. The ICT service improvement plan monitors the mitigations on a monthly basis and stays abreast of current threats, ensuring appropriate defences are in place.
- 5.3 The Service has a collection of risks that detail the threat posed to the organisation through the decline of operational calls that has been seen historically. This decline has meant a lack of operational experience and a higher turn-over of staff, this coupled with the reliance on On-Call staff to maintain our operational cover and the retention and recruitment challenges presented here mean that this has been a significant risk area for the organisation. Mitigation actions are in progress in all areas to control and reduce the risks; this has meant that these risks are no longer showing as high but had been reduced to medium risks.

- 5.4 The introduction of the General Data Protection Regulations posed a significant risk to the Service, mitigation progressed well and this risk has been removed; this risk has now closed.
- 5.5 The Emergency Services Mobile Communications Programme (run by the Home Office) continues to present a risk to the Service. Although the nature of the risks posed by this project are changing, we are actively engaged within the region, conducting risk work to fully understand them.
- 5.6 Risks relating to health and safety remain as high risks. A detailed action plan is in place for health and safety and we should see some of these risks reduced over the coming year.
- 5.7 Our reliance on key members of staff and resources levels mean delays may be caused to the achievement of our deliverables if they are absent from the Service; this remains a high risk to the organisation. Mitigations are in place and well established in this area. There is regular monitoring of single points of failure and mitigation discussions around these. It is also acknowledged in our risk register that a major incident would divert resources away from the rest of the business and may have a long recovery time for the organisation.
- 5.8 Community safety activities have been progressing 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.
- 5.9 Work remains ongoing for the introduction and adoption of the National Operational Guidance (NOG). A joint regional approach to introduce the NOGs is working well and has reduced the resource impact to the Service. We have dedicated a resource to the regional programme of work and this is proving to be a successful delivery model.
- 5.10 The ongoing discussions around a national pay award do present a financial risk to the organisation. The risk is currently rated as high; we continue to monitor the situation and identify plans for various scenarios.
- 5.11 As an organisation we are reliant on a number of suppliers to provide core ICT systems to us. The potential for support to be withdrawn by suppliers leaves the Service vulnerable should there be a system failure and is therefore a high risk.
- 5.12 Brexit is a high risk to the Service; we are working through the information notes released from the Government to establish what the impacts to the organisation of a 'no deal' are and will continue to work on the information that is released to establish where the risks will impact us.

6. Risk Register Extract

- 6.1 The following risks are scored as **Very High** risks, they are Constants with an Active status, and mitigation actions are in progress to reduce this;

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R094	There is a risk that the Service is targeted by cyber-attacks and if successful these could cause serious disruption to service delivery.	Matthew Warren	Service Delivery	25	12
Mitigation activities		Target completion		Owner	
1. Annual ICT penetration testing carried out to determine vulnerabilities which are then patched.		1. Annually set date (not published to ensure test		1-13 John Fagg	

2. A series of presentations given to staff to raise user awareness of threats 3. Members CISP to understand the current risks. 4. Liaising with police cyber security specialists to raise our awareness. 5. Antivirus software is utilised across the Service. 6. Servers are patched and maintained at current levels to address new and emerging threats. 7. Access rights of users are controlled (set to minimum levels) 8. iLearn module on information security course mandatory for all staff to raise awareness. 9. Proven back up solution to ensure that we can recover from ransom ware attacks. 10. On the back of the NHS cyber attacks all servers have been patched and brought up to the latest editions of protective software. 11. ICT strategy Board has approved the purchase of additional cyber security tool sets. 12. Implement additional cyber security tools (email filtering, Logging and Vulnerability Scanning) 13. Sign up to NCSC for Web and Mail checking.	is realistic) 2 - Complete 3 - Complete 4 - Complete 5 - Complete 6 - Ongoing 7 - Ongoing 8 - Complete 9 - Complete 10. Complete. 11. Complete 12. Complete 13. Complete	
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Comments

The most significant risk posed to the Authority is the threat of external cyber-attacks. Work is ongoing to test our mitigation actions through regular penetration testing. Mitigations are monitored monthly through the ICT service improvement plan to stay abreast of current threats and ensure appropriate defences are in place.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R140	There is a risk that changes to pensions, pay and decreasing demand for fire calls results in high staff turnover for both wholetime and On-Call leading to a reduction in competency levels that could result in a major incident causing firefighter injury, death and legal / financial implications.	Chris Strickland	Health and Safety	20	15
Mitigation activities		Target completion		Owner	
1. Ensure acquisition of competence for new and existing staff is given high priority 2. Ensure a system of monitoring competence and identifying and addressing weaknesses is established (i.e. no notice exercises, station inspections) 3. Ensure the new system of record for competence (TRaCS) is delivered to the required specification and within timescales 4. Ensure appropriate resource is provided to support local and national training 5. Put in place Risk Assurance review to identify any areas for improvement 6. Implement the action plan from the Risk Assurance review		1. Ongoing 2. Ongoing 3. Jan 2019 4. Ongoing 5. Complete 6. Jan 2020		1. C Strickland 2. C Faint 3. J Sherrington 4. C Faint 5. T Mirfin 6. C Faint	
Comments					
Work is ongoing to establish an accurate picture of the risk exposure for the organisation.					

6.2 The Emergency Services Mobile Communication (ESMCP) Project triggers three **Very High** event driven risks with a status of live; two of which have been realised and are now issues.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R093	There is a risk that the ESMCP solution being offered will not be sustainable leading to the government having to renegotiate with Airwave leading to increased costs to the Service.	Matthew Warren	Service Delivery	20	20
Mitigation activities		Target completion		Owner	
1. Maintain a watching brief on this as it is outside of our control.		1. Ongoing		1. Matthew Warren	
Comments					
This risk sits largely outside of the control of the Authority as it is created by an external project. Engagement and monitoring of the situation is ongoing and it has been agreed that this risk has been realised and should be regarded as an issue.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R084	There is a risk that the information regarding required actions to meet the ESMCP timescales are not released in sufficient time to allow for planning leading to reactive work and the Services other priorities being impacted.	Matthew Warren	Service Delivery	20	16
Mitigation activities		Target completion		Owner	
1. Representatives attending briefings and monitoring the situation carefully. 2. Considering wider regional engagement.		1. Ongoing 2. Ongoing		1. John Barlow/M Warren 2. M Warren	
Comments					
This risk sits largely outside of the control of the Authority as it is created by an external project. Engagement and monitoring of the situation is ongoing and it has been agreed that this risk has been realised and should be regarded as an issue.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R085	There is a risk that the timescales continue to slip on the ESMCP project and impact upon the time available for the Service to complete the required actions to meet the cutover target dates leading to policies and procedures not being able to be followed and cost implications.	Matthew Warren	Finance	20	16
Mitigation activities		Target completion		Owner	
1. Representatives attending briefings and monitoring the situation carefully. 2. Considering wider regional engagement. 3. Continuing delays impact upon our resources plans and the skillsets we had in place to manage this, resource plans will need to be kept under review.		1. Ongoing 2. Ongoing 3. Ongoing		1. J Barlow/M Warren 2. M Warren 3. T Mirfin/M Warren	
Comments					
This risk sits largely outside of the control of the Authority as it is created by an external project. We have been advised that there will be no transition activities during 2018; we had been told a new schedule will be advised in Quarter 3 2018, however we are now anticipating the full business case to be delivered in the New year this will detail release dates and costs of technology, it is hoped. Engagement and monitoring of the situation is ongoing.					

6.3 The following risks are scored as **High** risks, all of which are Constants with an Active status; mitigation actions are in progress to reduce these.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R010	There is a risk that due to a potential lack of controls around the application of legislations for example, health and safety/ asbestos exposure/legionella, which may lead to breaches with the potential for prosecution, injury/death to employees/others, exposure to compensation claims/ reputation damage.	Rick Hylton	Health and Safety	12	4
Mitigation activities		Target completion		Owner	
1. Employment of specialists to provide advice and guidance in health and safety. 2. Internal specialist staff and external specialist auditors undertake regular management system reviews, through interviews with health and safety team and Property Group staff to determine compliance and confidence levels. 3. BSI OHSAS 18001:2007 held since 2011 and reaccredited on a rolling three yearly cycle by external specialist auditors, due again in April 2020 4. Monitoring of incidents conducted and reporting undertaken, putting in place rectification actions where required. 5. Conduct a mini PEEL review to test this area to ensure that our understanding of the risk exposure is correct and determine action plan from this. 6. Implement action plan following mini PEEL review.		1. Complete 2. Annual 3. Complete 4. Ongoing 5. Complete 6.December 2019		1. R Hylton 2. C Faint 3. H&S team 4. H&S team 5. T Mirfin 6. C Faint	
Comments					
The mini PEEL Programme review conducted by the Service has highlighted a number of opportunities to improve the controls around health and safety. Work is progressing on the mitigations for this risk and this has been reflected in the risk score which has reduced from 16 to 12.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R001	There is a risk of reliance on key staff; in the event that key staff leave or are absent this may lead to the Service being unable to deliver core services and/or resilience to support incidents.	Matthew Warren	Service Delivery	12	8
Mitigation activities		Target completion		Owner	

1. Business Continuity Plans in place for critical areas. 2. Pre planning for Pandemics/Flu - Influenza Management team set up and in place. 3. BS standard achieved 4. ICT Shared Services established to share skills with other authorities. Structure now in place. 5. The workforce development strategy is developed and maintained by the Development Steering Group. 6. Consider the creation of a local authority controlled company which will incorporate Shared Services and provide resilience, subject to Authority approval. 7. Put in place succession plan under the management of Development Steering Group 8. Review of organisational structure after a year of operation 9. Look to the wider partners for collaboration opportunities in particular the Police with a view to sharing Support Services where possible - Property first 10. Ensure that key documentation is maintained and kept within DMS. 11. Delivery of the Business Continuity Action plans/events. Testing of plans built in to activities. 12. Work on single points of failure is in progress to identify and put in place action plans to manage	1. Complete 2. Complete 3. Complete 4. Complete 5. Complete 6. Considered & rejected 7. Complete 8. Complete 9. Ongoing 10. Ongoing 11. Ongoing 12. Complete	1. C Parker 2. C Parker 3. C Parker 4. M Warren 5. S Smith 6. M Warren 7. COG 8. COG 9. COG 10. HoGs 11. HoGs 12. S Smith
Comments		
Work is progressing on the mitigation activities to attempt to reduce the risk. No change to the risk at this time.		

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R113	There is a risk that with declining incident numbers operational competence is not sustained, especially on stations with low call demand.	Jon Anderson	Health and Safety	12	9
Mitigation activities		Target completion		Owner	
1. No notice exercises to test skills 2. Station inspections to review skills, training and operations 3. Enhanced training - training days now under ongoing annual reviews as part of Implementation of WT Shift system Project 4. Wholetime supporting on call in training activities 5. Operational Assurance plan and strategy in place 6. Action plan from 2018 Training Review in place 7. Trial of multi operational training at Fire Service College to develop core competencies		1. Ongoing 2. Ongoing 3. Ongoing 4. Ongoing 5. Complete 6. Complete 7. Oct 2018		1. J Sherrington 2. D Lynch 3. J Sherrington 4. S Smith 5. S Newton 6. C Parker 7. J Sherrington	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk. Risk reviewed with Jon Anderson; enhanced training action updated and it was noted that the need to monitor this risk has increased due to turnover of operational staff.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R127	There is a risk that we do not have robust succession plans in place leading to the skills and resources potentially not being available to deliver the legislative duties or meet the Services objectives and/or priorities.	Chris Strickland	Programme	12	9
Mitigation activities		Target completion		Owner	

1. Establish a forum to look at the potential for it to happen - some focus to be given to support staff - how do we replace the skill sets before the skill sets leaves. 2. Consider if this should be factored in to the collaboration plans with the police to see where resilience can be gained. 3. Keeping a close eye on peoples future plans as any advanced warnings will help. 4. Contract notice periods for posts were extended to three months and consider all contracts be extended to three months. 5. Put in place robust succession planning and ongoing monitoring. 6. Look at ways to identify potential and develop individuals to progress within the Service. 7. Review the single points of failure document and identify mitigation actions. Reviewed every 6-12 months.	1. Ongoing 2. Ongoing 3. Ongoing 4. Complete 5. Ongoing 6. Ongoing 7. Ongoing	1. M Warren 2. R Hylton 3. HoGs 4. S Smith 5. S Smith 6. T Mirfin 7. S Smith
Comments		
Work is progressing on the mitigation activities to attempt to reduce the risk. No change to the risk at this time.		

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R118	There is a risk that with the continued growth in the county, although there is no evidence to suggest that the increased population would present increased risk to the county, it does increase the number of non-domestic properties of the type that do present a high risk. With our limited capacity to conduct risk visits this may increase the unknowns for the county.	Chris Parker	Programme	12	12
Mitigation activities		Target completion		Owner	
1. Risk based inspection programme in place. 2. Working with local authorities to raise awareness of the proposed developments throughout the county. 3. Utilising operational crews to increase capacity with visits to business premises. 4. Introduce two roaming pumps to undertake additional community safety activity.		1. Ongoing 2. Ongoing 3. Ongoing 4. Ongoing		1. B Morgan 2. B Morgan 3. B Morgan 4. K Andrews	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk. No change to the risk at this time.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R009	There is a risk that there may be a lack of awareness of legislations for example, Health and Safety/asbestos exposure/legionella which may lead to breaches with the potential for prosecution, injury/death to employees/others, exposure to compensation claims/ reputation damage.	Rick Hylton	Health and Safety	10	6
Mitigation activities		Target completion		Owner	

1. Employment of specialists to provide advice and guidance in health and safety. 2. Internal specialist staff and external specialist auditors undertake regular management system reviews, through interviews with health and safety team and Property Group staff to determine compliance and confidence levels. 3. BSI OHSAS 18001:2007 held since 2011 and reaccredited on a rolling three yearly cycle by external specialist auditors, due again in April 2020. 4. Monitoring of incidents conducted and reporting undertaken, putting in place rectification actions where required. 5. Conduct a mini PEEL review to test this area to ensure that our understanding of the risk exposure is correct and determine action plan from this. 6. Implement action plan following mini PEEL review.	1. Complete 2. Annual 3. Complete 4. Ongoing 5. Complete 6. December 2019	1. R Hylton 2. C Faint 3. H&S team 4. H&S team 5. T Mirfin 6. C Faint
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Comments

The mini PEEL Legitimacy Programme review conducted by the Service has highlighted a number of opportunities to improve the controls around health and safety. Work is in progress to implement an action plan to improve the health and safety controls and awareness, to therefore reduce the risk.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R011	There is a risk that due to negligence within the organisation legislations for example, Health and Safety/ asbestos exposure / legionella /operational may be breached with the potential for prosecution, injury/death to employees/others, exposure to compensation claims/ reputation damage.	Rick Hylton	Health and Safety	10	10

Mitigation activities

1. Employment of specialists to provide advice and guidance in health and safety.
2. Training and assessments of competency levels available via ilearn - further work required to develop these.
3. Information is being disseminated to stations in the same place at each station.
4. Raising awareness through health and safety representatives.
5. Station visits to raise awareness.
6. Look to see if National Standard operating procedures can be utilised in Cambridgeshire (South East WOW)
7. Incident monitoring to review health and safety.
8. Health and safety conduct six monthly visits to stations to assess level of compliance with requirements.
9. Conduct a mini PEEL review to test this area to ensure that our understanding of the risk exposure is correct.
10. Implement action plan following mini PEEL review.

Target completion

1. Complete
2. Ongoing
3. Ongoing
4. Complete
5. Ongoing
6. Ongoing
7. Ongoing
8. Ongoing
9. Complete
10. December 2019

Owner

1. C Faint
2. H&S team
3. H&S team
4. H&S Team
5. OSG
6. OSG
7. H&S team
8. H&S team
9. T Mirfin
10. C Faint

Comments

The mini PEEL Programme review conducted by the Service has highlighted a number of opportunities to improve the controls around health and safety. However the work required to refresh the health and safety awareness and controls will not impact upon the likelihood of negligence, this risk has remained at its previous score but the mitigation activities have been updated.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
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STA – R132	There is a risk that should there be a major incident the priority would divert resources from the rest of the business and mean that there may be longer recovery times for the organisation post the major incident.	Chris Strickland	Service Delivery	12	6
Mitigation activities		Target completion		Owner	
1. Ensure that the DCEO role is contracted to be on permanent recall to duty 2. Pursue fall back arrangements with neighbouring FRS 3. Review scheme of delegations to ensure AC level leaders have appropriate delegated authorities		1. Complete 2. Complete 3. Apr 2019		1. C Strickland 2. R Hylton 3. R Hylton	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk.					

6.4 The following risks are scored as **High** risks, all of which are Constants with Controlled status; mitigation actions are in progress to reduce these.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R117	There is a risk that the aging population results in more vulnerable and isolated older people of which impacts negatively on fire deaths and injuries.	Chris Parker	Service Delivery	15	12
Mitigation activities		Target completion		Owner	
1. Safe and well visits are part of routine watch activity supported by the community safety team. 2. Working with partners to identify and protect vulnerable people. 3. Purchasing portal misting systems to be implemented in people's homes. 4. Distributing the portable misting system to the most vulnerable to increase their safety whilst further support actions are taken by our partners.		1. Ongoing 2. Ongoing 3. Complete 4. Complete		1. K Napier 2. K Napier 3. K Napier 4. K Napier	
Comments					
This community risk informs the Integrated Risk Management Plan and therefore has a high priority with appropriate actions in place, monitored on a regular basis. Work has been completed and has seen this risk reduce from a Very High to a High.					

6.5 The following are **High** risks that are event driven and categorised as live;

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R109	There is a risk that if we do not move to National Operational Guidance (NOG) policies and procedures that are considered best practice, if we have an incident it may lead to the death or injury of an individual and the organisation exposed to corporate manslaughter.	Callum Faint	Health and Safety	10	10
Mitigation activities		Target completion		Owner	

1. Team established to review the NOGs as they are released to determine required actions 2. Audit completed by the National Operational Assurance group 3. Taking part of the regional collaboration group looking at NOGs. Take the lead on the group, which is now established. 4. Internal Operational Assurance plan and strategy in place to sample performance against NOGs 5. Exercise schedule to test NOGs 6. 2 year action plan for H & S (DMS 481250) to be implemented 7. Review of operational risk 8. HMICFRS have review of Operational Risk	1. Complete 2. Complete 3. Complete 4. Complete 5. Ongoing 6. 2019 7. Ongoing 8. Complete	1-8. W Swales
Comments		
Work is progressing on the mitigation activities to attempt to reduce the risk. Operation Support Group, health and safety and training now co-located to ensure policy is influenced by National Operational Guidance, risk assessed and delivered to the organisation.		

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R008	There is a risk that government funding is insufficient to meet the current service delivery needs, which may lead to a reduction of the service delivered, local performance improvements not sustained and/or delivered.	Matthew Warren	Service Delivery	15	9
Mitigation activities		Target completion		Owner	
1. Robust finance planning integrated into business planning. 2. Efficiency planning / targets. 3. Programme management. 4. Budget holder training - buddy system, budget holder support. 5. CFRS seeking independent assessments through the operational assurance, peer assessment and also working with the Audit Commission. 6. Continue comprehensive spending review work for 2018/19 years savings. 7. Reserves could be utilised in specific circumstances.		1. Ongoing 2. Ongoing 3. Ongoing 4. Ongoing 5. Complete 6. Complete 7. Ongoing		1. M Warren 2. Budget holders 3. T Mirfin 4. M Warren 5. R Hylton 6. C Faint 7. M Warren	
Comments					
There is no change to this risk: it is being kept under review.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R137	There is a risk that the changing profile of the wholetime service may result in a lack of sufficient internal interest in promotion opportunities and therefore resulting in the Service not having the required leadership and management skills in place in a timely fashion.	Rick Hylton	Service Delivery	12	4
Mitigation activities		Target completion		Owner	
1. Raising awareness via Managers Seminars and COAG 2. IRMP team owned work stream to communicate and plan activities to address risk. 3. Talent Management work stream in place 4. Review of Assessment Process 5. Review of development plans 6. Staff engagement 7. Development Advisory Board in place		1. Complete 2. Complete 3. Complete 4. Complete 5. Complete 6. Ongoing 7. Ongoing		1. C Faint 2. IRMP Group 3. T Mirfin 4. S Smith 5. C Faint 6. H Douglas 7. C Parker	
Comments					
Work is progressing to reduce this risk, new mitigations are in place and this has seen the risk score reduce from 16 to 12					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R141	There is a risk that should our relationship with our key system suppliers deteriorate they may no longer be willing to provide support to our key systems which would leave us in a vulnerable position.	Matthew Warren	Service Delivery	15	15
Mitigation activities		Target completion		Owner	
1. Ensure appropriate resilience arrangements are in place for our key systems.		1. March 2019		1. C Faint/J Fagg	
Comments					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R144	There is a risk that with the current sickness, maternity leave and resignations we may not be able to deliver adequate call handling and mobilisation services, leading to death and injury of the general public.	Jon Anderson	Service Delivery	15	10
Mitigation activities		Target completion		Owner	
1. Recruitment campaign(s) in place. 2. Control Action Plan created and in place. 3. Training and development of senior managers in Control.		1. Ongoing 2. Complete 3. Ongoing		1. S Sanderson 2. T Seaber 3. G Coop	
Comments					
This is a new risk to the Strategic Risk Register; work is ongoing to understand the impact and the possible mitigation actions.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R145	There is a risk that the final arrangements for Brexit may affect certain aspects of Service Delivery	Matthew Warren	Service Delivery	16	16
Mitigation activities		Target completion		Owner	
1. Monitoring information as it emerges and reviews of the risk information released is ongoing within the service.		1. Dec 19		1. Per Middleton	
Comments					
This is a new risk to the Strategic Risk Register; work is ongoing to understand the impact and the possible mitigation actions.					

GLOSSARY

CFC	Combined Fire Control
CISP	Cyber Security Information Sharing Partnership
COG	Chief Officer Group
COAG	Chief Officer Advisory Group
E&D	Equality and Diversity
ESMCP	Emergency Services Mobile Communication Project
GDPR	General Data Protection Regulations
H&S	Health and Safety
IRMP	Integrated Risk Management Plan
NCSC	National Cyber Security Centre
PEEL	Police Effectiveness, Efficiency and Legitimacy (Programme)
PFI	Private Finance Initiative
RTC	Road Traffic Collision
SFRS	Suffolk Fire and Rescue Service
TDG	Tactical Delivery Group
WOW	Ways of Working

BIBLIOGRAPHY

Source Document	Location	Contact Officer
Strategic Risk Register	Fire Service HQ Hinchingsbrooke Cottage Huntingdon	Matthew Warren 01480 444619 matthew.warren@cambsfire.gov.uk

Distribution of all Risks across the Scoring Matrix

Agenda Item: 9

I M P A C T	Very High	5	R114 - Capacity to deliver risk visits to non domestic premises	R011 - Negligence with regards to H&S R109 - National Operational Guidance	R121 - Inspectorate processes R141 - Mobilising system Support R144 - Control Resourcing	R093 - ESMCP sustainability (Issue) R140 - Operational Competency levels R094 - Cyber attacks	
	High	4	R003 - Unable to respond to Government initiatives R147 - ICCS / Mobilisation Collaboration	R046 - Skill sets to deliver Programme R135 - Grenfell Tower Response - service delivery R136 - Grenfell Tower Response - reputation R074 - Assurance of On-call skills R072 - Investment required in ICT and insufficient capacity to deliver R075 - Sustainability of On-call model R112 - Availability vs. Demand P091 - ICT Shared Service Joint administration R146 - Mis-mobilisation P148 - HMICFRS focus and action plan	R118 - Growth in the County R132 - Major incident impacts normal service delivery R137 - Succession planning - Leadership & Management Skills R010 - Lack of Controls around H&S Legislation	R145 - Brexit	R084 - Lack of information from ESMCP (Issue) R085 - Timescales of ESMCP
	Medium	3	R013 - Do not articulate clear plans for long term vision R034 - Government cuts impact organisation relationships -internal R040 - Bullying and harassment due to government cuts R056 - Lack of awareness of legislation E&D R057 - Lack of controls around legislation E&D R058 - Negligence causes breach of E&D legislation. R088 - Horizon scanning for Government initiatives	R108 - Secure email R111- Changing profile of the wholetime Service R087 - Organisational resource control R142 - Support to Addenbrookes hospital	R007 - Insufficient funding for the new demands of Government R027 - National union discussion lead to disputes R032 - Lack of resources make goals unachievable R126 Capacity to deliver Service Delivery plans	R001 - Reliance on key staff to deliver the core Service R113 - Declining incidents impact to competence R127 - Succession planning	R008 - Insufficient funding for the current Service R117 - Aging population
	Low	2		R077 - Media speculation around government cuts	R083 - National power supplies		R009 - Lack of awareness of H&S legislation
	Very Low	1	R016 - Internal financial crime R017 - External financial crime				
			1	2	3	4	5
			Very Low	Low	Medium	High	Very High
			PROBABILITY				

TO: Policy and Resources Committee

FROM: Head of ICT – John Fagg

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

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DATE: 20 December 2018

ANNUAL REVIEW OF THE OPERATION OF THE ICT SHARED SERVICE AGREEMENT

1. Purpose

- 1.1 The purpose of this report is to provide the Policy and Resources Committee with a report on the outcome of the annual review of the operation of the ICT Shared Service Agreement (Schedule 4) for the period 1 April 2017 to 31 March 2018, undertaken by the Head of ICT for Cambridgeshire Fire and Rescue Service (CFRS) and the ICT Shared Service Delivery Manager.

2. Recommendations

- 2.1 It is recommended that the Committee;
- consider the outcomes of this the fourth annual review of the operation of the ICT Shared Service Agreement,
 - note the progress in achieving the aims of improved resilience, flexibility, cover, quality and customer focus,
 - note the need to review the structure and capacity of the function.

3. Risk Assessment

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

compliant and make the necessary provisions to meet changes such as the General Data Protection Regulations.

4. Background of the ICT Shared Service

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

5. ICT Shared Service Agreement and Review

- 5.1 The ICT Shared Service Agreement sets out the scope of the service and includes amongst others the arrangements for accommodation, an asset register, costs and liabilities, insurance, staffing, finance and intellectual property.
- 5.2 The Agreement requires the establishment of an ICT Shared Service Governance Board and Schedule 4 of the Agreement sets out the functions and powers of the Board. A copy of Schedule 4 to the Agreement is shown at Appendix A.
- 5.3 Schedule 4 also requires that an annual review of the operation of the Agreement is carried out. The review is passed to the ICT Shared Service Governance Board and subsequently reported to the structures in each Fire and Rescue Authority accordingly.
- 5.4 This report puts forward the summary of the review for the fourth year covering 1 April 2017 to 31 March 2018.
- 5.5 The review covers the following areas as set down in Schedule 4 of the Agreement;
 - the quality of the shared service,
 - the effectiveness of budgetary and financial management arrangements,
 - the effectiveness of systems, processes and procedures,
 - development in legislation and policy guidance,
 - planning for the development of the shared services.

6. Executive Summary of the Review of Operations 1 April 2017 to 31 March 2018

- 6.1 The establishment of the ICT Shared Service function over the last four years and its continued delivery as a shared environment has shown it continues to achieve its

original aims, delivering identifiable improvements to the day to day ICT service provision and development of the technology environment for CFRS.

- 6.2 With challenges identified in previous years a substantial 'ground level' upwards review of the existing structure took place for this reporting period. The review examined the structure, capacity required, skills and facilities to ensure they adequately met the needs of both services. The actual implementation and 'go live' of the restructure took place during summer 2018, much of it outside this current reporting period however it is referred to in the main body of this report to show ongoing progress.
- 6.3 It has been a difficult year for the ICT Shared Service as increases in demand have continued, the restructure process has been underway for much of the year and key management roles have also been absent for a substantial part of the year. These factors have resulted in a consequential dip in the Customer Satisfaction Survey, which are described more fully within this report. That said, the transition to the new structure is now underway with the aim to be fully transitioned by January 2019. By then, new ways of working will be further established and continuous improvement achieved once again.
- 6.4 The demand on the resources of the ICT Shared Service continues to be paramount to its success. It is essential that all new projects are properly considered and individually resourced to ensure demands on the ICT Shared Service are manageable. The restructure will allow improvements to the delivery of projects which would not have been possible under the old structure, due to constraints in the way resources were arranged which consequently did not provide the flexibility needed.

7. The Quality of the ICT Shared Service

- 7.1 The quality of the ICT Shared Service was reviewed, including the extent to which the aims and outcomes of it have been met and the effectiveness of the shared services. The review considered progress towards its business aims of improved customer focus, resilience, flexibility, service hours and quality of service as well as improving the operation of the ICT Service Desk, including the prioritisation of non-critical incidents. The quantitative aspects of the ICT service are a measure of its adherence to Service Level Agreements (SLA's) and Key Performance Indicators (KPI's) as well as Customer Surveys and monitoring of project delivery. These measures are reviewed throughout the year through the ICT Shared Service Governance Board.
- 7.2 One of the key aims has always been to embed customer focus within the ICT Shared Service as this aspect encompasses not only day to day service delivery but also the engagement with customers for both fire services. Establishment of the annual customer survey underpins our customer focus aims and provides us objective data which is then used to formulate any consequential action plans for the forthcoming year.

- 7.3 Significant improvement had been established within this area in previous years as evidenced by the survey results detailed in the table below. However, the annual Customer Satisfaction Survey undertaken in CFRS this year shows a drop for the first time in all areas. This may in part be attributable to the uncertainty caused by the restructure process that has been underway throughout the year. The restructure has merged the User Support Engineer and Service Desk teams together with the aim of further improving customer focus. The implementation of new technologies along with new ways of working will enable more flexibility with resourcing while providing a more responsive service. So whilst the survey shows a drop in overall customer satisfaction rates, we fully expect to be able to improve on these figures with the restructured team.
- 7.4 The tables on the following pages show the results of the customer surveys prior to the ICT Shared Service (2010) and since (2014 and 2015, 2017 and 2018) the ICT Shared Service was formed. The stated score is the average score for each question with possible answers in the range of 1 to 7. The questions have been derived from SOCITIM (The Society for IT Managers in the Public Sector) surveys undertaken in the past nationally so as to standardise and benchmark externally in future should national surveys be undertaken again.

Annual Customer Survey Results (CFRS)

Question	2010	2014	2015	2017	2018
The ICT Service is important to you	5.9	6.54	6.35	6.30	6.1
The ICT systems are available when you need them	4.6	4.97	5.28	5.88	5.1
The ICT systems are generally reliable	4.3	4.0	4.67	5.44	4.6
The speed of the ICT systems is acceptable	3.4	3.01	3.91	4.76	3.4
You have had sufficient ICT training	4.3	4.41	4.78	4.85	4.5
The ICT team responds to your problems quickly	4.4	4.53	5.29	5.95	5.4
The Service Desk keeps you informed of progress	5.0	4.81	5.15	5.74	5.4
The support from ICT meets your needs	4.6	4.56	5.2	5.89	5.5
ICT staff have a high level of technical	4.9	5.17	5.53	5.92	5.6

competence					
ICT staff are easy to contact when needed	4.2	4.56	5.03	5.84	5.3
ICT staff are able to diagnose problems accurately	4.7	5.06	5.23	5.78	5.4
ICT staff have helpful attitudes	5.0	5.81	5.88	6.18	5.9
You know what level of support to expect	4.7	4.97	5.38	5.84	5.7
ICT support is available when you need it	4.1	4.43	5.21	5.67	5.1
ICT effectively supports the fire and rescue services' strategic objectives	4.4	4.48	4.69	5.5	5.1
ICT provides you with accurate information	4.6	4.76	4.84	5.71	5.3
You have a good working relationship with ICT	4.9	5.29	5.69	5.99	5.6
Good communication channels exist with ICT	4.5	4.32	4.71	5.39	5.2
Your overall opinion of the quality of the ICT service	4.5	4.58	5.1	5.9	5.3
Your overall satisfaction with the ICT service	4.4	4.36	4.93	5.86	5.1

8. The Effectiveness of Budgetary and Financial Management Arrangements

8.1 The review included the effectiveness of arrangements to ensure appropriate monitoring of budgets and financial management of the ICT Shared Service. Financial arrangements cover costs associated with;

- FTE staff costs including individual consumption by each respective fire service and joint consumption,
- use of temporary agency staff,
- joint procurement opportunities aimed at reducing costs,
- monitoring at six monthly periods the apportionment of staff costs.

8.2 Costs are subject to each fire services' own approval process including ICT Shared Service joint projects and temporary agency staff. A framework for accounting for time and costs is in place and end of year procedures for cross charging are undertaken and reviewed by the ICT Shared Service Board. The table below shows the total

costs for ICT Shared Service staff including agency staff; BFRS costs are shown here as a comparison.

April 2017 to March 2018	BFRS	CFRS	Total
Total costs ICT Shared Service team	£544,188	£455,172	£999,360

9. Time Split between Services

- 9.1 The consumption of staff resources by each service has a direct impact on annual costs, as such these are scrutinised as part of the annual review. The demands placed in to ICT compared to staff available show that a lean environment exists. The shared service arrangement effectively provides a method of financial risk mitigation in that, where a service consumes less resource it does not pay for it, as a lean environment exists in which demand outstrips supply there is no risk of oversupply of ICT resources.
- 9.2 The original expectation was that the resource demands on the ICT Shared Service from each service would be split roughly 65:35 between CFRS and BFRS, with CFRS taking the larger amount. This was based on the number of sites in each service as well as the larger user base in CFRS. To date this expectation has not proved accurate, with BFRS consuming more resources than CFRS over the initial years. It was heavily affected by the number of support engineers based in BFRS. The restructure and locating of all ICT Shared Service staff to Cambourne is expected to provide a more appropriate split of resources and cost. The pooling of resources and cross training will optimise availability of resources to better align with organisational needs.
- 9.3 The other factor that has also affected the split of resources to a lesser extent is that BFRS has a much smaller base of additional technology support services and therefore the likelihood of consuming further ICT resources compared to CFRS is potentially higher. Examples of these are the Application Support Group and STEP development teams which are not mirrored in BFRS.

10. Use of Agency Staff

- 10.1 In order to ensure continued delivery of service and adequate support to projects, existing staff resources have been augmented at times with agency staff with specialist skills or to cover vacancies. With the restructure now underway and new teams set up, recruitment is ongoing to replace any agency staff with permanent staff which will provide financial benefits through the following year by reducing costs. Agency staff will still be required in cases where large projects require additional resource or particular expertise.

11. Capital Investment

- 11.1 Both partners in the ICT Shared Service have capital replacement programmes which are aligned particularly in respect to infrastructure renewals and contracts. An asset inventory is maintained by the ICT Shared Service with a contracts database being maintained by each service. Opportunities for joint procurement continue to deliver benefits, including price advantages through economies of scale most recently in the Server Refresh, the contract for the upgrade to the Virtual Desktop Environment and the procurement of Cyber Security tools. Procurement is undertaken by CFRS and BFRS procurement teams through their respective controls and systems. Agreements are in place through these teams for one service to lead and contract on behalf of the other where this is appropriate and beneficial. This arrangement is used for contracting, infrastructure maintenance and printer contract arrangements, as well as ongoing system support and maintenance contracts.

12. The Effectiveness of Systems, Processes and Procedures

- 12.1 The review examined the effectiveness of systems, processes and procedures, including KP's in place and the use of ITIL (Information Technology Infrastructure Library) which aligns to the industry best practice framework for managing ICT service delivery. KPI's are monitored by ICT Shared Service Management and reported through the ICT Shared Service Governance Board.
- 12.2 One of the issues experienced throughout 2017/18 was inflexibility to resource and re-task resources as required across both services due to the location of staff. When the ICT Shared Service was set up the original employment contracts were retained which based staff to certain locations. This meant re-tasking and re-deploying resources took longer than ideal and also meant knowledge sharing was constrained due to base locations being different.
- 12.3 The flexibility of the ICT Shared Service overall has been increased through the restructure (although outside of this reporting period) in particular, the merging of the User Support Engineers with the Service Desk. The expected improvements in communications and ways of working should be realised in the coming year and reported in the fifth annual review next year.

13. Extended Service Hours

- 13.1 An immediate benefit of the ICT Shared Service was the extension of ICT support to 2200 hours from Monday to Thursday to enable support to be provided to On-Call staff either remotely or when required on site.
- 13.2 The ICT Shared Service provides station visits on drill nights to On-Call stations on a quarterly basis. These station visits have been positively received. Each station receives a visit unless they specifically request non-attendance. ICT Support Engineers complete a checklist for each visit and report on all works undertaken

during the visit. Each ICT User Support Engineer is allocated a group of stations, located in both services, to attend which enables relationships to be fostered and provides continuity for the stations. However due to the overall improvements in responding to incidents over the last few years and the improved reliability and performance of the ICT infrastructure many planned visits are now cancelled by stations. The need to continue with station visits will be reviewed.

14. Project Delivery

- 14.1 An ICT Program Board has been established during this year to manage the project work being undertaken by the ICT Shared Service. The Board comprises the Heads of IT for each service, ICT Shared Service Delivery Manager, ICT Shared Service Project Manager, ICT Shared Service Infrastructure Manager and the ICT Shared Service Support Manager.
- 14.2 The role of the Board is to review the progress of projects underway and to agree the scope and schedule of new projects. The Board reports to the ICT Shared Service Governance Board for agreement and decisions on priority and resourcing.
- 14.3 The introduction of a project manager into the ICT Shared Service has enabled visibility and a clearer picture of the resource demands placed upon the ICT Shared Service. It is apparent that there is not enough capacity in the ICT Shared Service establishment to proactively maintain the ICT infrastructure and deliver all large projects. To enable IT projects to be successfully delivered it is essential that additional resources are made available and such costs should be included within the initiation process of new projects. During the reporting period some of the ICT infrastructure projects were delayed due to resource constraints, this has been a challenge, although the restructure will improve matters.
- 14.4 One of the main bottlenecks in the old structure was the lack of Server Engineers, which are required for the majority of project delivery and change management work. The restructure (from 1 August 2018) has enabled, through re-arranging posts, more resources to be allocated to the Server team, which will double from two to four staff (after recruitment is completed). In addition the realignment of posts has enabled the Network team to increase in size, allowing a larger and more flexible resource pool to be available. These changes will enhance the ICT Shared Service capability to deliver projects which was not possible under the old structure. Progress will be reported in the next reporting period as part of the fifth annual review.
- 14.5 The ICT Shared Service Governance Board has oversight of ICT projects ensuring opportunities for joint working are identified. This has ensured that the benefits of optimising resources are taken advantage of and any lessons learned are used across sequential implementations improving both quality and effectiveness of projects. This was evidenced in this reporting period through examples such as the VDI upgrade project and the Server Refresh project.

15. Development in Legislation and Policy Guidance

- 15.1 The Heads of ICT work with the ICT Shared Service Delivery Manager to identify and address developments in legislation and align policy to guidance. An example of this is the recent change in Data Protection law.
- 15.2 As part of continually improving cyber security defence measures, new security tools were implemented which provided a suite of enhanced cyber threat detection and proactive protection tools. Additional benefits are being felt by the CFRS users in significantly reducing the amount of unwanted and spam email traffic. Also the secure email solution was extended to ensure those requiring to exchange sensitive information had the ability to do so.

16. Planning for the Development of the Shared Service

- 16.1 **Establishment** – a review of the structure of the ICT Shared Service was completed and a revised structure was approved; this included the establishment of an ICT (FTE) project manager post and the creation of a new database administration. Transitioning the ICT Shared Service into the new structure is currently underway. A gap will exist between the old and new structures until the final post within the Infrastructure team is filled through the current recruitment process. The transition is planned to be completed by January 2019. As such the expected benefits from the new structures will be fully realised and reported next year. The transition comprises of;
- recruitment to vacant posts,
 - revised working practises – with movement of staff into new roles and new teams as well as new line managers there is a need to embed new working practices and exploit the flexibility and opportunities the revised structure provides.
 - staff training - with the amalgamation and changes to teams, roles and responsibilities to provide larger and more resilient resource pools, there is a need to ensure knowledge transfer and training for staff.
- 16.2 **Office Locations** - as part of the restructure, the ICT Shared Service has made Cambourne its main location for all staff. Hot desking is being deployed in three offices which have a capacity for 19 staff. A small office suitable for one person is used at BFRS HQ and an office with a capacity for three is allocated at CFRS HQ which allows for an engineer to be based at each HQ as part of the rota. This small amount of office space at both headquarters will need to be retained as most calls originate at these sites due to the number of users based at them.
- 16.3 **Transport** - six pool cars (three from each service) have been available to the ICT Shared Service. In general two vehicles are located at Cambourne, three at Kempston and one at Huntingdon. The cars are frequently used and critical to the ability of the ICT Shared Service to improve its responsiveness. As the ICT service moves to

Cambourne it is intended to locate four vehicles there with one at each SHQ. The allocation and need for vehicles will be reviewed in January 2019 once the move to Cambourne has been operating for a period.

- 16.4 **Terms and Conditions** - the variances in terms and conditions between the two services have not had a major impact on staff but have complicated the roles of managers, specifically there are the differing pay-bands for each service and the way on-call payments are handled. A pragmatic approach is taken wherever possible to harmonise requirements as much as possible.
- 16.5 **Ways of Working** - the User Support Engineers and Service Desk teams have been merged into a single team. A rota is being employed that will rotate the staff between answering calls to the Service Desk and resolving user problems that can't be dealt with on the Service Desk. The rota will also rotate staff between Cambourne and the two headquarters. This change will improve the flexibility to target resources to user requirements and has been enabled by the deployment of new technologies. The new technologies reduce the need to be desk side to fix faults. The intention is to increase the number of first time fixes by increasing the skills of the people answering calls and improving the flexibility of resources on the Service Desk to match demand.
- 16.6 **Resilience** - the resilience of the ICT service has been further improved by the restructure of the ICT Shared Service. The restructure has enabled more resources to be allocated to the Server and Network teams. These changes enhance the ICT Shared Service ability to adequately maintain its ICT infrastructures. The staff will be based in one location to allow better knowledge sharing, thereby facilitating better resilience as staff can better cover each other's work if required. The teams now have more structure to them offering career progression opportunities which was previously highlighted as an issue by staff. This is also expected to assist with staff retention.
- 16.7 **Governance** – the ICT Shared Service is governed through the ICT Shared Service Governance Board. The Board meets on a monthly regular basis to monitor progress. Both partners have established organisationally focussed ICT strategies which are underpinned by an ICT Shared Service Technical Response Plan. A key challenge for the Governance Board is to manage the expectations of each service. Demands on resources are sometimes individual to a service's business priorities and risk appetite. Therefore the Board looks to align business priorities and work streams, remove conflicts and improve funding availability to maximise the benefits of a shared service. The KPI reports showing performance against the ICT Shared Service Catalogues are published monthly. The reports detail performance for each service on a monthly and rolling six monthly basis. These reports are scrutinised at the Governance Board meetings and progress is monitored.

17. Conclusion

17.1 The Review of the Operation of the ICT Shared Service Agreement demonstrated progress has been made in developing the ICT Shared Service through the KPI's that are monitored and reported on a regular basis as well as recognising that the function could be improved further.

17.2 The restructure of the ICT Shared Service is specifically intended to improve service delivery. It will also address the situation where temporary agency staff are used to fill permanent positions, thereby reducing costs.

17.3 The next Management Review in 2019 will include reporting on the success of the

- restructure and transition against the stated aims of the restructure;
- take into account the changing technology landscape and maximise the efficiency opportunities that this brings,
- use the re-location of staff to bring about more efficient deployment and use of resources,
- re-organise duties of the teams to facilitate more flexible working practices,
- address shortcomings experienced over the last three years in the server team through augmenting and re-alignment of existing resources.

18. Recommendation

18.1 It is recommended that Members consider the outcomes of the fourth annual review of the operation of the ICT Shared Service Agreement and note the progress and direction of travel towards achieving the aims of improved service, resilience, flexibility, cover and cost management.

BIBLIOGRAPHY

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

Schedule 4

1. ICT Shared Service Governance Board

1.1 Establishment

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

1.2 Role

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

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

1.3 Responsibilities

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

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

1.4 Membership

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

- 1.4.1 Principal Officer responsible for ICT from Cambridgeshire Fire and Rescue Service,
- 1.4.2 Principal Officer responsible for ICT from Bedfordshire Fire and Rescue Service,
- 1.4.3 Head of ICT from Cambridgeshire Fire and Rescue Service,
- 1.4.4 Head of ICT from Bedfordshire Fire and Rescue Service,
- 1.4.5 ICT Shared Services Manager,
- 1.4.6 Other members who are co-opted as required and agreed by the Parties,
- 1.4.7 Substitutions may be made as necessary.

1.5 Chairmanship

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

1.6 Frequency of Meetings

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

1.7 Quorum

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

1.8 Decision making

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

1.9 Support

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

POLICY & RESOURCES COMMITTEE WORK PROGRAMME

MEETINGS 2018/19

Date	Meeting	Venue
2018		
Thursday 20 December	1030 hours	Service HQ
2019		
Thursday 31 January	1030 hours	Service HQ
Thursday 25 April	1030 hours	Service HQ

WORK PROGRAMME 2018/19

Thursday 20 December 2018			
Time	Agenda Item	Member/Officer	Comments
1030	Minutes of Policy and Resources Committee Meeting 4 October 2018	Tamar Oviatt-Ham	
	Minutes of Overview and Scrutiny Committee Meeting 11 October 2018	Tamar Oviatt-Ham	
	<u>Decision</u> Draft Medium Term Financial Strategy	Deputy Chief Executive	
	Equality and Inclusion Compliance Report 2017/18	Equality and Inclusion Adviser	
	Cambridgeshire FRS Maternity Pay Policy	Human Resources Business Partner	
	<u>Information and Monitoring</u> Strategic Risk and Opportunity Management Register	Service Transformation Manager	
	Review of the Operation of the ICT Shared Service Agreement	Head of ICT	Annual Action from 14/12/17 (Minute 32)
	Work Programme 2018/19	Deb Thompson	
Thursday 31 January 2019			
Time	Agenda Item	Member/Officer	Comments

1030	Minutes of Policy and Resources Committee Meeting 20 December 2018	Tamar Oviatt-Ham	
	Minutes of Overview and Scrutiny Committee Meeting 10 January 2019	Tamar Oviatt-Ham	
	<u>Decision</u> Draft Budget 2019/20	Deputy Chief Executive	
	Draft Capital Programme 2019/20	Deputy Chief Executive	
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report 2018/19	Deputy Chief Executive	
	Treasury Management Update	Deputy Chief Executive	
	FRIC Update	Deputy Chief Executive	
	Strategic Risk and Opportunity Management Register	Service Transformation Manager	
	Strategic Workforce Development Action Plan Update	Human Resources Business Partner	Bi-Annual
	Work Programme 2019	Deb Thompson	
Thursday 25 April 2019			
Time	Agenda Item	Member/Officer	Comments
1030	Minutes of Policy and Resources Committee Meeting 31 January 2019	Tamar Oviatt-Ham	
	Minutes of Overview and Scrutiny Committee Meeting 28 March 2019	Tamar Oviatt-Ham	
	<u>Decision</u> TBA		
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report 2019	Deputy Chief Executive	
	Strategic Risk and Opportunity Management Register	Service Transformation Manager	
	Fire Authority Programme Management Monitoring Report	Service Transformation Manager	
	Work Programme 2019	Deb Thompson	