

FIRE AUTHORITY



Date: Thursday, 04 November 2021

14:00hrs

New Shire Hall, Alconbury Weald, PE28 4YE

AGENDA

Open to Public and Press by appointment

1. **Apologies for absence and declarations of interest**
Guidance on declaring interests is available at <http://tinyurl.com/ccs-conduct-code>
2. **Minutes of the Fire Authority meeting held 23rd June 2021** **3 - 16**
3. **Chair's announcements**
oral item
4. **Cambridgeshire and Peterborough Fire Authority – Audit Progress Report - 2020-21**
to follow
5. **Proposed changes to Fire Authority Constitutional documents** **17 - 112**
6. **Fire Authority Annual Report and Statement of Assurance 2020-21** **113 - 170**
7. **Firefighter Pensions Update** **171 - 188**

8.	National Fire Chiefs Council (NFCC) Core Code of Ethics for Fire and Rescue Services – Revised Code of Conduct for Employees	189 - 200
9.	Equality and Inclusion Compliance Report 2020-21 (including Gender Pay Gap)	201 - 236
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The Fire Authority comprises the following members:

COVID-19

The legal provision for virtual meetings no longer exists and meetings of the Council therefore take place physically and are open to the public. Public access to meetings is managed in accordance with current COVID-19 regulations and therefore if you wish to attend a meeting of the Council, please contact the Committee Clerk who will be able to advise you further.

Councillor Edna Murphy (Chair) Councillor Andrew Bond Councillor Mohammed Jamil Councillor David Over and Councillor Scott Warren Councillor Simon Bywater Councillor Hilary Cox Condron Councillor Ian Gardener Councillor Bryony Goodliffe Councillor John Gowing Councillor Sebastian Kindersley Councillor Peter McDonald Councillor Mac McGuire Councillor Kevin Reynolds Councillor Philippa Slatter Councillor Mandy Smith and Councillor Simone Taylor

Clerk Name:	Dawn Cave
Clerk Telephone:	01223 699178
Clerk Email:	dawn.cave@cambridgeshire.gov.uk

Cambridgeshire and Peterborough Fire Authority: Minutes

Date: 23rd June 2021

Time: 3.00 – 4.25pm

Venue: Bluntisham Village Hall

Present: Cambridgeshire County Council:

Councillors: S Bywater, H Cox Condron, I Gardener, B Goodliffe, J Gowing, S Kindersley, P McDonald, M McGuire, E Murphy, K Reynolds, P Slatter, M Smith and S Taylor

Peterborough City Council:

Councillors: A Bond, M Jamil, D Over and S Warren

Officers Present: C Strickland, M Warren, S Ismail, T Mirfin, S Smith and D Cave

1. Election of Chair

The Monitoring Officer called for nominations for Chair.

Councillor Kindersley nominated Councillor Murphy, and this nomination was seconded by Councillor Jamil.

Councillor McGuire nominated Councillor Reynolds, and this nomination was seconded by Councillor Smith.

Following a show of hands, there were nine votes in favour of Councillor Murphy. Councillor Taylor asked for her vote for Councillor Murphy to be recorded. There were eight votes in favour of Councillor Reynolds. The Monitoring Officer announced that Councillor Murphy was therefore elected as Chair of the Fire Authority for the municipal year 2021-22.

2. Appointment of Vice Chair

The Chair called for nominations for Vice Chair.

Councillor Goodliffe nominated Councillor Jamil, and this was seconded by the Chair. Councillor Reynolds nominated Councillor Over, and this was seconded by Councillor McGuire.

Following a show of hands, there were nine votes in favour of Councillor Jamil. Councillor Taylor asked for her vote for Councillor Jamil to be recorded. The Chair announced the Councillor Jamil was therefore elected as Vice-Chair of the Fire Authority for the ensuring municipal year 2021-22.

It was agreed that there would be a formal vote of thanks for the outgoing Chairman at the next meeting.

3. Apologies for absence and declarations of Interest

There were no apologies for absence or any declarations of interest.

4. Minutes of the Fire Authority meeting held 11th February 2021

The minutes of the Fire Authority meeting held 11th February 2021 were agreed as a correct record.

5. Chair's announcements

Appended.

6. Review of Integrated Risk Management Plan Performance

The Fire Authority received a report on the Integrated Risk Management Plan (IRMP) 2020 - 2024. The IRMP is a public facing document covering a four year period, setting out progress on delivery of the action plan. It comprises four key areas for management and monitoring, specifically People, Community Safety Excellence, Operational Excellence and Value for Money. The Covid-19 pandemic had resulted in a number of new challenges and changes to the way some work was carried out.

People – staff engagement continued to be a key focus, and there was ongoing work to develop the organisational culture and to enhance staff engagement, ensuring that mechanisms were in place for staff to feedback. The pandemic had necessitated changes to the way some of this work had been delivered. The HMICFRS (Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services) staff engagement survey, which had been carried out in October 2020, scored the Fire Service above peer authorities in most areas. This finding was reaffirmed by the Service's own survey in January/February 2021, which showed that 83% of staff remained satisfied or very satisfied in their work, with 86% satisfied or very satisfied with CFRS as an employer, rising to 94% in some staff groups. The work undertaken in relation Mental Health and Wellbeing, staff development and succession planning was outlined.

Community safety excellence – this included delivery of the Fire Break programme to young people, and early intervention work such as the Jet the Dragon story book. Engagement with businesses was also a key area of community safety work, albeit most of this work had been virtual over the pandemic, but higher risk premises had continued to be audited in person. A lot of work had been undertaken on systems to effectively evaluate community engagement activities, which had been highlighted in the initial finding of the recent HMICFRS inspection. Two new Risk and Resilience Officer roles had been introduced to support community risk reduction/prevention activities.

Operational excellence – a recent review of the Day Duty Trial Agreement indicated that it had not delivered all the objectives as anticipated, however some of the positive

benefits were being worked through with staff and representatives. On call crews were being utilised to carry out Safe and Well visits, looking at how the Service can improve the experience of on call staff and maintain their interest and experience. The replacement of the new mobilising system had been the focus for the Combined Fire Control, and was progressing well despite the challenges over the lockdown period. Two new turntable ladders had been introduced, enhancing response capabilities, and progress continued to be made with the new Training Centre at St Johns in Huntingdon.

Value For Money – work has been ongoing with the national emergency service communication system, responding to work requests from the central project. Good progress had also been made on the implementation of the new mobilising system, with the new infrastructure in place at Dogsthorpe for the secondary combined fire control room. Collaboration continued with other emergency services, including opportunities to share estates, and the use of drones with Police colleagues.

Technology had moved forward dramatically over the pandemic, with more opportunities for efficient and effective ways of working, especially home working. All staff had been migrated to Microsoft 365 to improve access to information from any location, and to facilitate collaborative opportunities with partners.

Members noted the section of the report dealing with Performance Measures, including response times. The average attendance time for the first pump in urban areas had reduced to 7 minutes 29 seconds, and 12 minutes 11 seconds in Rural areas. There had been some changes in the demarcation between urban and rural areas. Attendance to all incidents had increased to 95.1% of incidents being responded to within 18 minutes. Regrettably, there had been five deaths in Cambridgeshire and Peterborough due to fire in the year.

Members commented favourably on the report generally, and raised the following issues:

- A Member thanked the Service for its response to the flooding incidents in his division of Duxford, and asked if the flooding had put an additional strain on the Service. The Chief Fire Officer responded that it was a pressure on the Service, but to date, the Service had been able to cope. In areas such as Duxford, there had been invaluable support from neighbouring Fire Services. The Member also thanked the Service for its response to the Duxford School Fire;
- There was a discussion on the different types of flooding, including the problems created by HCVs and speeding vehicles in flooded areas. Officers acknowledged that flooding problems could often be exacerbated by backwash from vehicles, but regrettably, this was beyond the Fire Service's control. There were, however, a lot of taking place in terms of community safety in terms of improving resilience, through activities such as safe and well visits, and flooding formed part of those discussions in communities vulnerable to flooding such as around Alconbury. Officers confirmed that global warming was currently a topic of conversation in those discussions, but ultimately the Fire Service was a response service.
- Noting that firefighters undertook a very physical job, a Member asked if there was any age criteria in relation to retirement and succession planning. The Chief Fire Officer confirmed that capability was not based on age but on physical fitness, with many firefighters working until 60, but still expected to undertake the

same physical fitness tests. A lot of measures were in place to support firefighters in maintaining their physical fitness.

- There was a query on how young people were selected for schemes such as Firebreak, i.e. whether they were identified as potential arsonists and/or vulnerable individuals? It was confirmed that they were identified by a wide range of agencies as being potential candidates for these courses.
- Noting the reference to sharing estates with other Blue Light services, a Member asked how far collaborative work was taking place with the East of England Ambulance Service. Officers explained that there was a legal requirement to collaborate with the Police, and for collaborative opportunities to be *considered* with the Ambulance Service. There had been numerous examples of where the Fire Service had worked collaboratively with the Ambulance Service e.g. at the height of the pandemic, operational staff had supported the Ambulance Service by driving ambulances. This was very demand led, and the Cambridgeshire Fire Service was small in comparison to the East of England Ambulance Service. The main area of support was co-responding. Nationally, there had been a disagreement between the Unions and Fire Services on co-responding, and technically the Service could not require firefighters to attend medical calls. However, staff had been asked to volunteer, and there were currently two stations co-responding. Whilst there was closer working in some other areas of the country, locally this was largely dependent on the appetite for collaboration by senior managers at the East of England Ambulance Service.
- Officers outlined the various opportunities that had been explored to share sites with the Police, including, Whittlesey, Dogsthorpe, Linton and Cambridge Parkside. For some of those sites, the costs had been prohibitive, or the shared site option had ultimately not been pursued. One joint site which was being progressed was St Neots, and officers were happy to share the historic papers on that issue. In terms of potential property collaborations with the Ambulance service, this was more difficult, not least in terms of the governance and priorities of the Ambulance Service. It was noted that the possibility of an additional Fire Station in the south of the county, to reduce the burden on neighbouring Royston and Baldock stations, was being considered, and there had been discussions with the Ambulance Service about a site in Melbourne.
- A Member commented favourably on the Firebreak scheme, noting that it was a great opportunity for young people to gain self-confidence and thrive.
- There was a discussion on the challenges of the commercial awareness strategy, and how that would be monitored going forward. It was noted that a log of contract efficiencies was maintained and much of the work in this area was documented in past reports. Regrettably, the opportunities to make money were limited, and success stories from other Fire Services were few and far between, once factors such as hidden costs and potential State Aid issues were taken into consideration. However, viable options would be considered, and would be brought back to Members for their consideration.
- A Member queried the two fire deaths of “persons of unknown age”. Officers confirmed that these cases had been notified by the Coroner, and had involved partner agencies, but the Fire Service had not been called to this particular incident, and the information on their ages had not been provided.

- It was confirmed that where there were fires in dwellings, properties were checked to see if they had a working smoke alarm.
- In response to a Member question, it was confirmed that whilst the Service had been quite successful in attracting increasing numbers of female firefighters, increasing diversity through attracting more BAME candidates had been more problematic, and indeed this was a problem nationally for Fire and Rescue Services.
- In response to a Member question, it was confirmed that there were trained fire investigators employed in the Service, and opportunities for joint working were progressed with the Police at a regional level.
- The Local Member for Alconbury and Kimbolton thanked the Service for its work in supporting communities in Alconbury and Alconbury Weston, when over 100 houses had flooded, many extensively, with individuals having to be rescued from their homes. The County Council as Lead Flood Authority had arranged for the Flood Mobile to visit Alconbury, and a number of measures were being put in place in to mitigate flooding issues. Officers thanked the Member, and advised that the Service did what it could, but ultimately it was a response service, and anything that residents can do to prevent or mitigate future damage to their properties was very helpful.

It was resolved unanimously to:

Note the report.

7. Final Revenue and Capital Budget Position 2020-21

The Fire Authority considered the final 2020-21 revenue and capital budget outturn position. Key differences between the budget and outturn position on both Revenue and Capital budgets were noted.

Members' attention was drawn to Employee costs, which was overspent, but this had been a planned position. 32 wholtime firefighters had been recruited in 2019 to enable the Service to maintain operational crewing levels, taking into account anticipated retirements. This had reduced the Wholtime Firefighter Reserve by £575,000.

The Service had undertaken rate reviews of all of its properties, resulting in a significant reduction for both current and future rateable values, and also a retrospective refund. The pandemic had resulted in underspends in fuel and energy costs, but there had been an increase in costs for PPE, laptops and equipment for home working.

A significant review of non-operational fleet was underway, which was likely to impact on future vehicle procurement and funding requirements in that area.

The final outturn position on the revenue budget, before application of carry forwards, gave a final position of £90,000 underspend, which would be transferred to the General Reserve.

In response to Member questions:

- It was confirmed that actual expenditure was less than had been originally budgeted, and carry forwards had been earmarked for specific projects. If it transpired at a later date that less capital funding was required, a revised capital programme would be presented.
- Noting that there had been considerable investment in ICT to enable staff to work from home during the pandemic, a Member asked if staff would continue to work from home, and whether there were any ongoing ICT costs to facilitate that. Officers advised that the key change had been the Office 365 upgrade, so that everything was Cloud based. Providing staff with laptops and other equipment to work from home had been an additional cost. In terms of future working patterns, a balance needed to be struck – ultimately Service need was the key driver, but flexibility would be exercised, where possible, to facilitate home working where this was the preference. Operational staff had also benefitted from homeworking e.g. training seminars.
- It was noted that the Integrated Communications Control System (ICCS) was a major project which was being implemented by a French company. This had been delayed due to the Covid-19 travel restrictions, but good progress was being made, and it was envisioned that the project would be completed by late autumn.
- Members noted that an alternative risk transfer model had been established to form a mutual insurance company between eleven Fire & Rescue Services (now 13). Effectively the Fire Services self insure, but the really significant risks were still covered by the insurance market.

It was resolved unanimously to:

1. note the revenue and capital budget outturn position;
2. approve the requested budget holder carry forwards.

8. Appointments to Committees, outside organisations and other bodies

Members noted the proposed appointments which had been circulated to them separately.

It was resolved to:

agree the appointments set out in the report and as reproduced as Appendix 2 to these minutes.

On a related matter, the Chair proposed to suspend Standing Orders, to enable appointments of Chairs and Vice Chairs to be agreed at this full Fire Authority meeting. She explained that the Standing Orders stated that the Chair and Vice Chairs of committees were elected by those committees at their first meetings following the annual meeting of Fire Authority. Overview and Scrutiny Committee comprised eight members, and there was a real risk of a tied vote given the political balance on that Committee. The Monitoring Officer would be bringing a comprehensive report to Fire Authority at the November meeting, with proposed revisions to the Standing Orders. However, there was an Overview & Scrutiny Committee scheduled in July which had

business to transact. Failure to elect the Chair and Vice Chair of that Committee may mean that the Committee was unable to conduct its business. Therefore the Chair proposed to suspend Standing Order 1(b), and elect the Chair and Vice Chair of Overview & Scrutiny Committee.

The Monitoring Officer advised that the options available to Members were (i) to suspend Standing Orders, as explained by the Chair, and appoint the Overview & Scrutiny Committee Chair and Vice Chair, either for the municipal year, or until the next Fire Authority meeting; or (ii) retain the status quo, which would pose a risk in terms of that Committee being unable to appoint at its first meeting. She confirmed that suspending Standing Orders should only take place if there was urgent need, and that it was for members to decide; if members felt business at Overview and Scrutiny could be stymied, then this would amount to an urgent need.

A Member commented that this was not a matter that all Members had had prior notice of, and it was departure from the way Fire Authority meetings normally operated. He expressed a preference to retain the status quo and appoint the Overview & Scrutiny Committee Chair at the first meeting. A number of other Members supported these views, commenting that there was a presumption that Members would vote in a particular way, and expressed disappointment that this was being proposed, as the Fire Authority had always been apolitical, and this was a departure from the usual collegiate approach.

Councillor Kindersley seconded the Chair's proposal. He commented that it was not unusual for Annual Meetings of the governing body to appoint Committee Chairs, and this was the practice for both Cambridgeshire County Council and Peterborough City Council. A number of Members supported this view, observing that uncertainty regarding the chairmanship of the Committee could result in instability, when the Service was facing numerous challenges.

Following a show of hands, the proposal to suspend Standing Orders was carried, by a majority.

There was a proposal by Councillor McDonald to appoint Councillor Kindersley as Chair of the Overview & Scrutiny Committee for the municipal year, and this was seconded by Councillor Jamil. The Chair proposed that Councillor Taylor be appointed as Vice Chair of the Overview & Scrutiny Committee, and this was seconded by Councillor Kindersley. Following a show of hands, this was carried by a majority.

Chair

Appendix – Chair’s announcements

I would like to begin by welcoming those members of the public and press, and also to both new and returning Members of the Fire Authority. I would also like to place on record our thanks to those former Members of the Fire Authority, that is Councillors Barbara Ashwood, Andy Coles, Derek Giles, Lynda Harford, Bill Hunt, Jocelynne Scutt and Mike Shellens

Group Commander Gary Mitchley

It is with great sadness that I must report the passing of former Group Commander Gary Mitchley on 28 May 2021.

You may be aware that Gary was diagnosed with a brain tumour in 2019, just before he was due to retire from our Service. Showing his true indomitable spirit and determination, Gary fought the disease for many months and exceeded all expectations by returning to a near normal life. However a few months ago it was confirmed that his tumour had returned and he died peacefully at home with his family by his side.

Gary’s funeral was held last Friday and the funeral procession, which included the Service’s turntable ladder, started at St Neots fire station and drove by Huntingdon fire station on its way to Cambridge Crematorium. Firefighters and senior officers formed guards of honour at the three locations and colleagues gathered to say a final farewell. A book of condolence will remain open until Monday 28 June 2021. Messages will be passed on to Gary’s wife Lucy, together with photos from the two minute silence(s) held on 7 June 2021.

HMICFRS Inspection Outcome

Returning Members will be aware that the Service was inspected in March by HMICFRS (Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services) as part of the national fire and rescue service follow up inspection programme. A debrief was received from the inspection team in April and although the debrief comprised their early findings and does not represent the final outcome (our inspectors hadn’t finished trawling through the 1200 plus pieces of evidence presented to them), our understanding is that they will find the Fire Service has made good progress since the initial inspection in 2018.

Although nothing of significant or immediate concern was raised during the debrief and whilst we wait for their findings to go through the national moderation process, be signed off and published (probably in late autumn), there were a number of areas that the Service needs to reflect on and where appropriate make changes, to continue our improvement journey over the next few years.

The Chief Officers Group will work with the Authority and everyone at CFRS to ensure the Service continues to be regarded as a progressive and high performing fire and rescue service.

Fire and Rescue Sector Reform

Many of you will be aware that the sector is facing budget pressures against a background of increasing focus on national reform; the publication of the Home Office White Paper consultation - expected in late June or early July and the second part of the review into the Police and Crime Commissioner governance model.

Alongside that we have reached the fourth anniversary (14/06/21) of the Grenfell Tower fire; at the on-going inquiry, the recent evidence about decisions on the refurbishment being focussed more on the aesthetics of the building than the fire safety of those within it strikes at the heart of some of the problems and perceptions of fire safety.

At the same time, we continue to closely watch the evidence and findings from the Manchester Arena inquiry. Undoubtedly, both have and will continue to dominate many aspects of our work and raise further areas of learning for the sector and our emergency service partners.

Passing of Bedfordshire Chief Fire Officer – Paul Fuller

Some of you will have heard of the passing of CFO Paul Fuller, following a short illness.

One of the longest serving Chief Fire Officers, he did outstanding charity work and campaigned doggedly on fire safety matters, he was an incredibly knowledgeable and popular CFO and will be sadly missed. On behalf of the Authority we have offered our condolences to his family.

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

KEVIN REYNOLDS	C
DAVID OVER	C
SIMON BYWATER	C
PETER MCDONALD	LD
MANDY SMITH	C
EDNA MURPHY	LD
PHILIPPA SLATTER	LD
MOHAMMED JAMIL	L
BRYONY GOODLIFFE	L

OVERVIEW AND SCRUTINY COMMITTEE

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

IAN GARDENER	C
MAC MCGUIRE	C
SCOTT WARREN	C
SIMONE TAYLOR	IND
JOHN GOWING	C
SEBASTIAN KINDERSLEY	LD
ANDREW BOND	LD
HILARY COX CONDRON	L

APPOINTMENTS COMMITTEE (7 members)

KEVIN REYNOLDS	C
IAN GARDENER	C
MAC MCGUIRE	C
DAVID OVER	C
EDNA MURPHY	LD
SEBASTIAN KINDERSLEY	LD
MOHAMMED JAMIL	L

PERFORMANCE REVIEW COMMITTEE (3 Members + 2 Substitutes)

MOHAMMED JAMIL	L	
KEVIN REYNOLDS	C	
EDNA MURPHY	LD	
MAC MCGUIRE	C	Substitute
PETER MCDONALD	LD	Substitute

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

BRYONY GOODLIFFE	L	
JOHN GOWING	C	
ANDREW BOND	LD	
IAN GARDENER	C	Substitute
SEBASTIAN KINDERSLEY	LD	Substitute

FIRE AUTHORITY DISCIPLINE COMMITTEE (3 Members + 2 Substitutes)

DAVID OVER	C	
HILARY COX CONDRON	L	
PHILIPPA SLATTER	LD	
MAC MCGUIRE	C	Substitute
ANDREW BOND	LD	Substitute

FIRE AUTHORITY APPEALS COMMITTEE (3 Members + 2 Substitutes)

KEVIN REYNOLDS	C	
MOHAMMED JAMIL	L	
SEBASTIAN KINDERSLEY	LD	
MANDY SMITH	C	Substitute
PETER MCDONALD	LD	Substitute

JOINT CONSULTATIVE COMMITTEE (7 Members + 6 Employee Representatives)

[Not subject to proportionality]

Fire Authority Members (7)	
SEBASTIAN KINDERSLEY	LD
EDNA MURPHY	LD
KEVIN REYNOLDS	C
JOHN GOWING	C
SIMON BYWATER	C
MAC MCGUIRE	C
MOHAMMED JAMIL	L

LOCAL STRATEGIC PARTNERSHIPS

[Not subject to proportionality]

Greater Peterborough Partnership	MOHAMMED JAMIL	L
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COMBINED AUTHORITY

Combined Authority	EDNA MURPHY	LD
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MEMBER CHAMPIONS/LEAD MEMBERS

[Not subject to proportionality]

Equality and Inclusion	MANDY SMITH MOHAMMED JAMIL
Health and Safety	JOHN GOWING

LOCAL GOVERNMENT ASSOCIATION

EDNA MURPHY	LD
MOHAMMED JAMIL	L
KEVIN REYNOLDS	C

LOCAL GOVERNMENT ASSOCIATION FIRE SERVICE COMMISSION

EDNA MURPHY	LD
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To: Cambridgeshire and Peterborough Fire Authority

From: Monitoring Officer – Ms Shahin Ismail

Presenting Officer(s): Monitoring Officer – Ms Shahin Ismail
Telephone: 01480 444500
shahin.ismail@cambsfire.gov.uk

Date: 4 November 2021

Proposed changes to Fire Authority Constitutional documents

1. Purpose

- 1.1 The national landscape for the governance of fire and rescue services is changing and developing, and in this national context, it is important to keep the Fire Authority's own governance documents updated.
- 1.2 The Fire Authority's Constitutional documents comprise of the following key documents;
 - 1.2.1 Terms of Reference of Committees
 - 1.2.2 Statement of Delegated Responsibilities
 - 1.2.3 Standing Orders as to Meetings
 - 1.2.4 Code of Corporate Governance
 - 1.2.5 Members Code of Conduct
 - 1.2.6 Member-Officer Protocol
 - 1.2.7 Members' Allowances Scheme.
- 1.3 This report brings forward proposed changes to the first three documents above, and the remaining four documents will be brought to the Fire Authority at its next meeting on 10 February 2022.
- 1.4 In addition, following feedback from Members at the informal briefing session on 20 October 2021, a new document setting out an overview of the Fire Authority and its functions has been added. The documents attached to this report are;
 - 1.4.1 Appendix 1 Overview of Cambridgeshire and Peterborough Fire Authority,
 - 1.4.2 Appendix 2 Current Terms of Reference of Committees,
 - 1.4.3 Appendix 3 Terms of Reference,
 - 1.4.4 Appendix 4 Current Statement of Delegated Responsibilities,
 - 1.4.5 Appendix 5 Scheme of Delegation,
 - 1.4.6 Appendix 6 Current Standing Orders as to Meetings,

1.4.7 Appendix 7 Standing Orders as to Meetings.

2. Recommendations

2.1 The Fire Authority is asked to:

- 2.1.1 consider and approve the document entitled Overview of Cambridgeshire and Peterborough Fire Authority at Appendix 1, to become part of the Fire Authority's Constitutional documents,
- 2.1.2 provide views and comments on Appendices 3 and 5, namely the proposed changes to the Terms of Reference and Scheme of Delegation,
- 2.1.3 authorise the Chief Fire Officer to consult with the representative bodies on Appendices 3 and 5 and to report the consultation findings to the next meeting of the Authority,
- 2.1.4 receive a further report from the Monitoring Officer at its next meeting on 10 February 2022 to include any proposed changes to Appendices 3 and 5 following the above mentioned consultation,
- 2.1.5 approve changes to Appendix 6, namely Standing Orders as to Meetings,
- 2.1.6 approve the wording changes to the Members' Allowances Scheme,
- 2.1.7 receive a report on 10 February 2022 from the Monitoring Officer on the remaining Constitutional documents, namely the Code of Corporate Governance, the Members Code of Conduct, the Member-Officer Protocol and the Members' Allowances Scheme.

3. Risk Assessment

- 3.1 Political - the proposed changes to Standing Orders clarify the duration of appointments and the voting on committees and full Fire Authority meetings, in the interests of transparency and clarity.
- 3.2 Legislative – the proposed changes align with police reforms in the Policing and Crime Act 2017 and are compliant with the requirements of the Local Government Act 1972.

4. Background

- 4.1 Since 2016, the Home Office has put into place a programme of reform within the fire and rescue sector. The aim of the reforms has been to support continuous improvement and to foster greater collaboration and coherence with policing services.

- 4.2 The changes proposed in the attached documents reflect some of the reforms, with greater operational independence given to the Chief Fire Officer, and greater clarity and transparency in respect of the roles and responsibilities of the Authority, its Committees and its Officers.
- 4.3 An informal all Member briefing session was held on 20 October 2021 and for those members who could not attend, the Chair invited individual consultations. In addition, Members will be able to ask questions at the Members seminar to be held on 4 November 2021.

5. Proposed Changes

Overview of the Fire Authority

- 5.1 At Appendix 1 to this report, is a new document entitled 'Overview of Cambridgeshire and Peterborough Fire Authority' and is designed to give a very brief introduction to the work of the Authority, its Members and senior Officers. Much of this information exists on the Service website in an easily updatable format.

Terms of Reference of Committees

- 5.2 At Appendix 2 are the current Terms of Reference of Committees and at Appendix 3 the proposed changes.
- 5.3 The main changes proposed are:
- 5.3.1 the appointments of Deputy Chief Executive Officer and Assistant Chief Fire Officer are delegated to the Chief Fire Officer, for ratification by the Fire Authority,
 - 5.3.2 removal of the Fire Authority role in hearing appeals against dismissal of staff,
 - 5.3.3 quorums for each committee are set out,
 - 5.3.4 the name change from Discipline Committee to Disciplinary and Grievance Committee, together with clarification of their remits and requirement for training,
 - 5.3.5 Policy Steering Group is removed, as it has not met for a number of years – the seminars that take place regularly fulfil the function envisaged by the Policy Steering Group.

Statement of Delegated Responsibilities

- 5.4 At Appendix 4 are the current delegations and at Appendix 5 the proposed changes.

- 5.5 The main changes proposed are:
- 5.5.1 change of title to 'Scheme of Delegation',
 - 5.5.2 formalisation of Chair's urgency powers, which are only to be exercised exceptionally,
 - 5.5.3 addition of introductory paragraphs as to roles of each Officer,
 - 5.5.4 Chief Fire Officer to have new delegation to appoint Deputy Chief Executive Officer and Assistant Chief Fire Officer subject to ratification by the Fire Authority,
 - 5.5.5 removal of Fire Authority role to hear appeals against dismissal of staff,
 - 5.5.6 clarification that Treasurer role sits with Deputy Chief Executive Officer,
 - 5.5.7 financial delegation limits are unchanged, but procurement language updated to reflect post Brexit arrangements.

Standing Orders as to Meetings

- 5.6 At Appendix 6 are the current Standing Orders as to Meetings and at Appendix 7 the proposed changes.
- 5.7 The main changes proposed are:
- 5.7.1 gender-neutral terminology to 'Chair' and 'Vice-Chair',
 - 5.7.2 Chair to remain until a successor is appointed, including presiding over the Annual Meeting appointment process,
 - 5.7.3 Chair to have a casting vote in the event of a tied vote,
 - 5.7.4 all committee appointments to be made at the Annual Meeting on which all Members would vote,
 - 5.7.5 voting processes, including recorded votes, clarified,
 - 5.7.6 Member attendance process to be updated and made more equitable.

Allowances

- 5.8 A fully redrafted Members' Allowances Scheme will be brought to the next meeting of the Fire Authority, however some minor amendments are proposed to the titles, following the changes to membership on the Authority, as per the table below. Members are reminded that with limited exceptions as set out in the Members' Allowances Scheme, they are restricted to being in receipt of one Special Responsibility Allowance (SRA) at any one time.

Details of Allowance	2020/21	2021/22	Comments
All Fire Authority Members	£2583.31	£2583.31	
Chairman of the Fire Authority	£12916.60	£12916.60	
Vice-Chairman of the Fire Authority	£9687.45	£9687.45	75% of Chairman
Fire Authority Liberal Democrat Group Leader of the Conservative Group	£8078.40	£8078.40	£2000 plus 1/17 th of Chairman per Member in Group
Fire Authority Labour Group Leader of the Labour Group	£4279.40	£4279.40	£2000 plus 1/17 th of Chairman per Member in Group
Fire Authority Independent Group Leader	NA	NA	
Chairman, Policy and Resources Committee	£5166.64	£5166.64	40% of Chairman
Chairman, Overview and Scrutiny Committee	£5166.64	£5166.64	40% of Chairman
For ad-hoc additional responsibilities as defined by the Policy and Resources Committee	£53.00 per month	£53.00 per month	Maximum of one ad-hoc SRA payable at any one time
Members sitting on Type 3 Project Boards	£1071.93	£1071.93	

6. Conclusions

- 6.1 These changes are recommended to ensure the Fire Authority's governance framework reflects the nationally driven modernisation agenda and to ensure the Fire Authority's meetings can function well in light of the changes to political balance on the Authority.
- 6.2 The proposed changes to the appeal against dismissal moving from the Fire Authority to the Chief Fire Officer are subject to consultation with the representative bodies. The recommendations to Members reflect this requirement.

Source Documents

Fire Authority Standing Orders, Terms of Reference of Committees and Statement of Delegated Responsibilities

Location:

Hinchingbrooke Cottage
Brampton Road
Huntingdon

Contact:

Shahin Ismail
Monitoring Officer
shahin.ismail@cambsfire.gov.uk



Overview of Cambridgeshire and Peterborough Fire Authority

The Fire Authority is the governing body responsible for delivering a fire and rescue service to the residents of Cambridgeshire and Peterborough.

It was established in 1998 when Peterborough City became a unitary authority. In some counties, the delivery of the fire and rescue service is the responsibility of the county council, or a Police and Fire Commissioner. However, in counties such as Cambridgeshire where unitary authorities exist, a separate Fire Authority is set up to run the fire service and this is made up of Councillors from both the county council and unitary councils.

The Authority has overall control over the strategic direction, establishment, budget and functions of a fire and rescue service and over the purchase, sale and alteration of premises and appliances.

Chief Fire Officer

The Chief Fire Officer/Chief Executive is responsible for the day-to-day management of the organisation and is accountable to the Fire Authority for its efficient operation.

The Chief Fire Officer, together with the Deputy Chief Executive Officer and Assistant Chief Fire Officer form the Chief Officer Group who are the Authority's strategic leadership team.

Statutory Officers

There are also two Statutory Officers, who report direct to the Authority and provide assurance as to the lawfulness of decisions, and financial robustness of the Authority's budget.

The Monitoring Officer is appointed under section 5 of the Local Government and Housing Act 1989.

The Treasurer to the Authority (Treasurer) who is the Chief Finance Officer, is appointed under section 112 of the Local Government Finance Act 1988.

The make-up of the Fire Authority

Cambridgeshire and Peterborough Fire Authority has seventeen elected Members, all of whom are serving Councillors. There are thirteen Members appointed by Cambridgeshire County Council and four Members from Peterborough City Council, reflecting the proportion of tax payers in each of the two council areas.

The political make-up of the Fire Authority reflects the number of Members from the political parties on each of the appointing county and unitary authorities. A Chair and Vice-Chair are elected annually.

The Members of the Fire Authority are:



Edna Murphy

Council: Cambridgeshire County Council

Party: Liberal Democrats

District: South Cambs



Andrew Bond

Council: Peterborough City Council

Party: Liberal Democrats

District: Peterborough

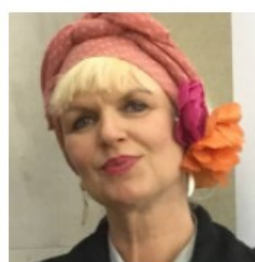


Simon Bywater

Council: Cambridgeshire County Council

Party: Conservative

District: Huntingdonshire



Hilary Cox Condron

Council: Cambridgeshire County Council

Party: Labour

District: Cambridge



Ian Gardener

Council: Cambridgeshire County Council

Party: Conservative

District: Huntingdonshire



Bryony Goodliffe

Council: Cambridgeshire County Council

Party: Labour

District: Cambridge



John Gowing

Council: Cambridgeshire County Council

Party: Conservative

District: Fenland



Mohammed Jamil

Council: Peterborough City Council

Party: Labour

District: Peterborough



Sebastian Kindersley

Council: Cambridgeshire County Council

Party: Liberal Democrats

District: South Cambs

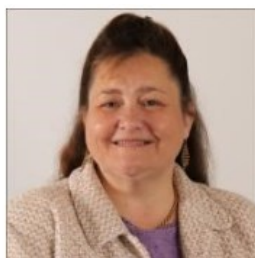


Philippa Slatter

Council: Cambridgeshire County Council

Party: Liberal Democrats

District: Cambridge



Mandy Smith

Council: Cambridgeshire County Council

Party: Conservative

District: South Cambs



Simone Taylor

Council: Cambridgeshire County Council

Party: Independent

District: Huntingdonshire



Scott Warren

Council: Peterborough City Council

Party: Conservative

District: Peterborough



Peter McDonald

Council: Cambridgeshire County Council

Party: Liberal Democrats

District: South Cambs



Mac McGuire

Council: Cambridgeshire County Council

Party: Conservative

District: Huntingdonshire



David Over

Council: Peterborough City Council

Party: Conservative

District: Peterborough



Kevin Reynolds

County: Cambridgeshire County Council

Party: Conservative

District: Huntingdonshire

Responsibilities of the Fire Authority

The main responsibilities of the Fire Authority are set out in the Fire and Rescue Services Act 2004 and include;

- promoting fire safety,
- protecting life and property from fires,
- rescuing people from road traffic collisions.

The Authority has statutory responsibility for the functions set out in;

- Fire and Rescue Services Act 2004,
- Civil Contingencies Act 2004,
- Regulatory Reform (Fire Safety) Order 2005,
- Policing and Crime Act 2017,
- The Government's blueprint of priorities and objectives for fire and rescue services as set out in its document the 'Fire and Rescue National Framework for England' also influences the Authority's work.

The Fire Authority makes decisions about how the local fire and rescue service operates and reviews performance and policies. It also sets the budget each year and decides the corporate priorities.

CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY TERMS OF REFERENCE

FIRE AUTHORITY

- 1.** The Fire Authority is responsible for deciding:
 - (i)** the Authority's strategic objectives and priorities
 - (ii)** the Authority's main service planning policies, including the Integrated Risk Management Plan
 - (iii)** the Authority's annual budget and precept
 - (iv)** the Members' Allowances Scheme
 - (v)** the Members' Code of Conduct
 - (vi)** the Protocol on Member/Officer Relations
 - (vii)** the Scheme of Delegation to Officers
 - (viii)** the terms of reference and composition of Committees
 - (ix)** the Authority's Standing Orders as to Meetings
 - (x)** any significant delegation of functions to or from other organisations
 - (xi)** any other matters which by law are reserved to the Authority or which are referred to the Authority for determination.
 - (xii)** any other matters of strategic importance referred to it by the Monitoring Officer and/or Chief Fire Officer/Chief Executive Officer.
- 2.** The Fire Authority is responsible for appointing:
 - (i)** the Chairman and Vice Chairman of the Authority
 - (ii)** representatives of the Authority on outside organisations
 - (iii)** members to the Authority's Committees
 - (iv)** final approval of Chief Fire Officer/Chief Executive Officer, Deputy Chief Executive Officer and Assistant Chief Fire Officer appointments.
- 3.** The Fire Authority will receive:
 - (i)** reports for information from the Authority's Policy and Resources Committee and Overview and Scrutiny Committee

- (ii) any other matters which by law must be reported to the Authority or which are referred to the Authority for information.

POLICY and RESOURCES COMMITTEE

1. The Policy and Resources Committee is authorised by the Fire Authority to monitor and make recommendations in relation to developing the Service priorities and objectives, Blueprint, Integrated Risk Management Plan (IRMP) and the Medium Term Financial Strategy.
2. The Committee monitors performance, budget and risk. It has delegated responsibility for developing, monitoring and making recommendations to the Authority in respect of corporate services, strategy and policies related to the following areas:

ICT, Finance and Strategic Risks

- (i) determine the Authority's ICT Strategy and consider matters relating to the Authority's use of IT
- (ii) consider and make recommendations to the Authority on the Authority's annual budget and precept
- (iii) consider and make recommendations to the Authority for the proposed Revenue and Capital Budgets, medium term financial plans, council tax levels and associated information prior to approval by the Authority
- (iv) review and report on the quarterly and annual financial statements of the Authority to include consideration of any changes in budget allocations arising from changes in strategic policies and service plans
- (v) consider Treasury Management policy and strategy
determine the Authority's financial regulations and contract procedures
review, approve and publish in accordance with the provisions of the Accounts and Audit Regulations 2003 (or any statutory re-enactment) the Authority's annual Statement of Accounts, ensuring any accounting policies have been followed and whether there are concerns arising from the financial statements or from the audit that need to be brought to the attention of the Authority
- (vi) approve the Authority's Strategic Risk Register and associated actions to address identified risks and keep them under regular review.

Property and Asset Management

- (i) monitor plans to develop and evaluate proposals for change of use, alteration, development or disposal of property and land assets
- (ii) ensure appropriate controls are in place to implement and monitor the Service's prioritisation process for capital expenditure on assets
- (iii) ensure appropriate controls are in place to manage the maintenance of assets and compliance with statutory obligations for example, asbestos regulations
- (iv) ensure an annual review of the Asset Management Plan and associated Capital Strategy
- (v) determine the Authority's policies for the procurement of good and services.

Human Resources and Organisational Development

- (i) review and approve establishments and the organisational structure of the Authority
- (ii) consider and make recommendations to the Authority on policy and matters relating to the terms and conditions of all Authority employees
- (iii) monitor the implementation of the Workforce Development Strategy, any associated policies and procedures and the work of related forums
- (iv) consider, and make recommendations to the Authority on the Equality and Inclusion Strategy whilst monitoring progress of any associated action plans
- (v) consider and determine all firefighter pension issues, receive and support staff pensions and the Local Pension Board.

Collaborative and Partnership Working

- (i) determine the Authority's policies and contribution levels to partnership working with third parties, ensuring all such work is supported by legal agreement and framework
- (ii) monitor and evaluate any such partnership working to ensure compliance and added value for the residents of Cambridgeshire
- (iii) respond on behalf of the Authority to consultation papers relating to proposals which may impact on the Authority
- (iv) oversee the public relations and communications activities of the Authority
- (v) oversee member induction, training and development.

Performance

- (i) review and monitor progress and performance in achieving strategic objectives (as set out in the Authority service priorities, Blueprint and IRMP), making recommendations to the Authority on measures to improve where necessary
- (ii) receive reports and make recommendations to the Authority on Operational Assessments and VfM reviews
- (iii) monitor and review business continuity planning and ensure resilience of services provided by the Authority.

Other Matters

- (i) receive the Minutes of the Overview and Scrutiny Committee and consider matters arising from those minutes
- (ii) consider and if appropriate determine any other matters which may be referred to the Committee by the Authority or any of its Committees
- (iii) convene any working parties or task and finish groups as may be appropriate to assist in fulfilling the duties of the Committee.

Membership: 8 Members none of which shall be members of the Overview and Scrutiny Committee

OVERVIEW AND SCRUTINY COMMITTEE

1. The Overview and Scrutiny Committee considers matters of internal and external audit, governance, anti fraud and corruption, the annual Statement of Accounts and related treasury management matters and risk management.
2. It is also responsible for the scrutiny of performance and challenging the Authority when carrying out the responsibilities referred to below through an agreed annual work programme of member-led reviews:

Audit

- (i) determine the scope and depth of the annual internal and external audit plans and the internal audit strategy, ensuring they give VfM
- (ii) review the annual internal and external audit reports, consider and make recommendations to the Authority on any action plans arising from them including a summary of internal audit activity (actual and proposed) and the level of assurance it can give over the Authority's corporate governance arrangements
- (iii) review and approve the Authority's Statement of Assurance
Review the Annual Governance Statement prior to its approval by the Authority
- (iv) review corporate governance arrangements and report to the Authority any significant issues
- (v) consider and make recommendations to the Authority on reports dealing with the management and performance of the providers of internal audit services
- (vi) consider specific reports, as agreed with the Treasurer, Internal Audit, Monitoring Officer, Chief Fire Officer/Chief Executive Officer or external audit and to make decisions as appropriate
- (vii) oversee investigations arising out of fraud and corruption allegations determine insurance matters not delegated to officers or another Committee
- (viii) consider and determine, as appropriate, such other matters as are required in legislation or guidance to be within the proper remit of this Committee.

Governance

- (i) review any issue referred to it by the Chief Fire Officer/Chief Executive Officer, Treasurer, Section 151 Officer and Monitoring Officer
- (ii) monitor the Authority's policies on raising concerns at work and the anti fraud and anti corruption strategy and the Authority's complaints process
- (iii) consider the Authority's arrangements for corporate governance and agreeing necessary actions to ensure compliance with best practice
consider the Authority's compliance with its own and other published standards and controls.

Accounts

- (i) agree a programme of member-led reviews on any operational or strategic matter to ensure delivery of VfM compliant with best practice.

Risk Management

- (i) Monitor and review the Authority's strategic risk register and ensure that appropriate controls are being implemented to mitigate the risks identified.

Scrutiny

- (i) receive regular reports from the Business Development Programme Board and monitor the delivery of key projects and programmes
- (ii) monitor the Authority's performance against its targets and those contained in the IRMP
- (iii) develop arrangements for the scrutiny of the Authority's policies and services with a view to improving efficiency, effectiveness or economy
- (iv) convene any working parties or task and finish groups as may be appropriate to assist in fulfilling the duties of the Committee.

Membership: 8 Members none of which shall be members of the Policy and Resources Committee.

Hearings Panel (Sub Committee of the Overview and Scrutiny Committee)

The Panel is to consist of 3 members of the Committee and the quorum for its meetings is all 3 members. The Panel has the following functions:

- (i) when matters are referred by the Monitoring Officer, to grant dispensations to Members and co-opted members allowing them to participate in the debate and/ or vote on any matter in which they have a disclosable pecuniary interest
- (ii) on matters being referred by the Monitoring Officer to decide whether complaints concerning members should be investigated
- (iii) to hear complaints that have been referred to them by the Monitoring Officer alleging breaches of the Members' Code of Conduct and to determine appropriate sanctions or actions where a breach is found.

PERFORMANCE REVIEW COMMITTEE

1. The Performance Review Committee will conduct the annual performance review of the Chief Fire Officer/Chief Executive Officer, Deputy Chief Executive Officer and Assistant Chief Fire Officer and determine, where appropriate, the salaries of said posts.

Membership: 3 members (Chairman, Vice Chairman and Liberal Democrat Group Leader)

APPOINTMENTS COMMITTEE

1. The Appointments Committee will determine arrangements for recruitment to the posts of Chief Fire Officer/Chief Executive Officer, Deputy Chief Executive Officer and Assistant Chief Fire Officer and make a recommendation of appointment to the Authority for final approval.

Membership: 7 members (Chairman and Vice Chairman, 1 Liberal Democrat, 1 Conservative, 1 Labour, 1 UKIP and 1 Independent) provided that at least one member is from each constituent authority.

FIRE AUTHORITY DISCIPLINE COMMITTEE

1. The Fire Authority Discipline Committee will hear and determine discipline cases against the Chief Fire Officer/Chief Executive Officer, Deputy Chief Executive Officer and Assistant Chief Fire Officer.

Membership: 3 Members (1 Conservative, 1 Liberal Democrat and 1 UKIP)

FIRE AUTHORITY APPEALS COMMITTEE

1. To hear and determine appeals from decisions made by the Chief Fire Officer/Chief Executive Officer, a Director or the Fire Authority Discipline Committee against dismissal or disciplinary warnings.

Membership: 3 Members (1 Conservative, 1 Labour and 1 Liberal Democrat)

APPEALS (PENSIONS) COMMITTEE

1. The Appeals (Pensions) Committee will consider and determine Stage 2 disputes in line with the requirements of the Pensions Acts.

Membership: 3 Members (1 Conservative, 1 Independent and 1 Liberal Democrat)

NON-EXECUTIVE COMMITTEES

JOINT CONSULTATIVE COMMITTEE (JCC)

Terms of Reference

1. To be a consultative body rather than a forum for negotiation;
2. To allow dialogue on issues and concerns by members, the recognised unions or the Chief Fire Officer/Chief Executive Officer as they emerge;
3. To identify common interests and ways of promoting them within the fire service.

Membership: 5 Fire Authority Members. Trade Union/Association representatives - (2) FBU, (2) RFU, (2) Unison. Senior Officers.

Quorum: 2 Fire Authority Members, 2 Trade Union/Association representatives who represent 2 separate Trade Unions/Associations and 1 senior officer.

Dates of Meetings: Meetings to be held six times a year.

Chairman: The Chair and Vice Chair of the JCC shall be members of the Fire Authority.

4. Other Procedural Arrangements

- (i) Proposed agenda items to be submitted to the Monitoring Officer at least two weeks before the date of the meeting.
- (i) Agenda items shall not include items which are dealt with by established negotiating and consultative processes.
- (ii) The Committee is not a decision making forum but will receive reports, guide discussions and make recommendations as appropriate.
- (iv) Minutes of meetings will be agreed with the Chairman and Vice-Chairman and circulated to all JCC members, members of the Fire Authority and placed on the intranet/website.
- (v) Any member of the Committee may invite advisers to assist with specific items on the agenda.

POLICY STEERING GROUP

1. To advise the Chief Fire Officer/Chief Executive Officer, Chairman and Fire Authority as appropriate on:

- the development or amendment of the Fire Authority's policies and procedures, revenue and capital budgets, future vision and direction of the Authority
- political, sensitive or contentious issues
- any matter referred to the Group for consideration by the Chief Fire Officer/Chief Executive Officer or Chairman of the Fire Authority.

Membership: The Chairman and Vice Chairman, all Group Leaders and one member nominated by the Chairman. At least one member shall represent the Peterborough area.



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

TERMS OF REFERENCE

Version History

Version	Date	Comments
1	June 2006	
2	October 2006	Change in Committee structure
3	April 2007	Change in Committee structure
4	May 2009	Change in Committee structure
5	July 2012	Change in Committee structure
6	October 2015	Change in Committee structure
7	November 2021	

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1. FIRE AUTHORITY

1.1 The Fire Authority is responsible for **deciding**;

1.1.1 the Authority's strategic objectives and priorities,

1.1.2 the Authority's main service planning policies, including the Integrated Risk Management Plan (IRMP),

1.1.3 the Authority's annual budget and precept,

1.1.4 the Members' Allowances Scheme,

1.1.5 the Members' Code of Conduct,

1.1.6 the Protocol on Member/Officer Relations,

1.1.7 the Scheme of Delegation to Officers,

1.1.8 the terms of reference and composition of Committees,

1.1.9 the Authority's Standing Orders as to Meetings,

1.1.10 any significant delegation of functions to or from other organisations,

1.1.11 any other matters which by law are reserved to the Authority or which are referred to the Authority for determination,

1.1.12 any other matters of strategic importance referred to it by the Monitoring Officer and/or Chief Fire Officer/Chief Executive Officer.

1.2 The Fire Authority is responsible for **appointing**;

1.2.1 the Chair and Vice-Chair of the Authority,

1.2.2 representatives of the Authority on outside organisations,

1.2.3 members to the Authority's Committees,

1.2.4 the Chief Fire Officer/Chief Executive Officer,

1.2.5 ratification of the appointments of Deputy Chief Executive Officer and Assistant Chief Fire Officer,

1.2.6 Treasurer to the Fire Authority,

- 1.2.7 Monitoring Officer to the Authority.
- 1.3 The Fire Authority will **receive**;
 - 1.3.1 reports for information, scrutiny or decision making from the Authority's Policy and Resources Committee and Overview and Scrutiny Committee,
 - 1.3.2 any other matters which by law must be reported to the Authority or which are referred to the Authority for information.
- 1.4 The Fire Authority **Membership** is;
 - 1.4.1 Seventeen Members drawn from both constituent authorities.
- 1.5 Quorum is six Members provided that there is at least one Member from each constituent authority.

2. POLICY and RESOURCES COMMITTEE

- 2.1 The Policy and Resources Committee is authorised by the Fire Authority to monitor and make recommendations in relation to developing the Service priorities and objectives, Integrated Risk Management Plan (IRMP) and the Medium Term Financial Strategy.
- 2.2 The Committee monitors performance, budget and risk.
- 2.3 It has delegated responsibility for developing, monitoring and making recommendations to the Authority in respect of corporate services, strategy and policies related to the following areas;
 - 2.3.1 determine the Authority's ICT Strategy and consider matters relating to the Authority's use of IT,
 - 2.3.2 consider and make recommendations to the Authority on the Authority's annual budget and precept,
 - 2.3.3 consider and make recommendations to the Authority for the proposed Revenue and Capital Budgets, medium term financial plans, council tax levels and associated information prior to approval by the Authority,
 - 2.3.4 review and report on the quarterly and annual financial statements of the Authority to include consideration of any changes in budget allocations arising from changes in strategic policies and service plans,
 - 2.3.5 consider Treasury Management policy and strategy, determine the Authority's financial regulations and contract procedures review, approve and publish in accordance with the provisions of the Accounts and Audit Regulations 2012 (or

any statutory re-enactment) the Authority's annual Statement of Accounts, ensuring any accounting policies have been followed and whether there are concerns arising from the financial statements or from the audit that need to be brought to the attention of the Authority,

- 2.3.6 approve the Authority's Strategic Risk Register and associated actions to address identified risks and keep them under regular review,
- 2.3.7 monitor plans to develop and evaluate proposals for change of use, alteration, development or disposal of property and land assets,
- 2.3.8 ensure appropriate controls are in place to implement and monitor the Service's prioritisation process for capital expenditure on assets,
- 2.3.9 ensure appropriate controls are in place to manage the maintenance of assets and compliance with statutory obligations for example, asbestos regulations,
- 2.3.10 ensure an annual review of the Asset Management Plan and associated Capital Strategy,
- 2.3.11 determine the Authority's policies for the procurement of goods and services,
- 2.3.12 review and approve establishments and the organisational structure of the Authority,
- 2.3.13 consider and make recommendations to the Authority on policy and matters relating to the terms and conditions of all Authority employees,
- 2.3.14 monitor the implementation of the Workforce Development Strategy, any associated policies and procedures and the work of related forums,
- 2.3.15 consider and make recommendations to the Authority on the Equality and Inclusion Strategy and the annual Equality and Inclusion Compliance Report whilst monitoring progress of any associated action plans,
- 2.3.16 consider and determine all firefighter pension issues, receive and support staff pensions and the Local Pension Board,
- 2.3.17 determine the Authority's policies and contribution levels to partnership working with third parties, ensuring all such work is supported by legal agreement and framework,
- 2.3.18 monitor and evaluate any such partnership working to ensure compliance and added value for the residents of Cambridgeshire,

- 2.3.19 respond on behalf of the Authority to consultation papers relating to proposals which may impact on the Authority,
- 2.3.20 oversee the public relations and communications activities of the Authority,
- 2.3.21 oversee member induction, training and development,
- 2.3.22 review and monitor progress and performance in achieving strategic objectives (as set out in the Authority service priorities and IRMP), making recommendations to the Authority on measures to improve where necessary,
- 2.3.23 receive reports and make recommendations to the Authority on Operational Assessments and value for money reviews,
- 2.3.24 monitor and review business continuity planning and ensure resilience of services provided by the Authority,
- 2.3.25 receive the Minutes of the Overview and Scrutiny Committee and consider matters arising from those Minutes,
- 2.3.26 consider and if appropriate determine any other matters which may be referred to the Committee by the Authority or any of its committees,
- 2.3.27 convene any working parties or task and finish groups as may be appropriate to assist in fulfilling the duties of the Committee.
- 2.4 The Policy and Resources Committee **Membership** is;
- 2.4.1 Nine Members none of which shall be members of the Overview and Scrutiny Committee.
- 2.5 Quorum is three Members.

3. OVERVIEW and SCRUTINY COMMITTEE

- 3.1 The Overview and Scrutiny Committee reviews and scrutinises strategic decisions, policies and processes, and considers matters of internal and external audit, governance, anti fraud and corruption, the annual Statement of Accounts and related treasury management matters and risk management.
- 3.2 It is also responsible for the scrutiny of performance and challenging the Authority when carrying out the responsibilities referred to below through an agreed annual work programme of Member-led reviews.
- 3.3 The Committee has delegated responsibility to;

- 3.3.1 determine the scope and depth of the annual internal and external audit plans and the internal audit strategy, ensuring they give value for money,
- 3.3.2 review the annual internal and external audit reports, consider and make recommendations to the Authority on any action plans arising from them including a summary of internal audit activity (actual and proposed) and the level of assurance it can give over the Authority's corporate governance arrangements,
- 3.3.3 review and approve the Authority's Statement of Assurance,
- 3.3.4 review the Annual Governance Statement prior to its approval by the Authority,
- 3.3.5 review corporate governance arrangements and report to the Authority any significant issues,
- 3.3.6 consider and make recommendations to the Authority on reports dealing with the management and performance of the providers of internal audit services,
- 3.3.7 consider specific reports, as agreed with the Treasurer, Internal Audit, Monitoring Officer, Chief Fire Officer/Chief Executive Officer or external audit and to make decisions as appropriate,
- 3.3.8 oversee investigations arising out of fraud and corruption allegations,
- 3.3.9 determine insurance matters not delegated to Officers or another Committee,
- 3.3.10 consider and determine, as appropriate, such other matters as are required in legislation or guidance to be within the proper remit of this Committee,
- 3.3.11 review any issue referred to it by the Chief Fire Officer/Chief Executive Officer, Treasurer, Section 121 Officer and Monitoring Officer,
- 3.3.12 monitor the Authority's policies on raising concerns at work and the anti-fraud and anti-corruption strategy and the Authority's complaints process,
- 3.3.13 consider the Authority's arrangements for compliance with its own and other published standards and controls for corporate governance and agreeing necessary actions to ensure compliance with best practice,
- 3.3.14 agree a programme of Member-led reviews on any operational or strategic matter to ensure delivery of value for money compliant with best practice,
- 3.3.15 monitor and review the Authority's Strategic Risk Register and ensure that appropriate controls are being implemented to mitigate the risks identified,

- 3.3.16 receive regular reports from the Business Development Programme Board and monitor the delivery of key projects and programmes,
- 3.3.17 monitor the Authority's performance against its targets and those contained in the Integrated Risk Management Plan (IRMP),
- 3.3.18 develop arrangements for the scrutiny of the Authority's policies and services with a view to improving efficiency, effectiveness or economy,
- 3.3.19 convene any working parties or task and finish groups as may be appropriate to assist in fulfilling the duties of the Committee.

3.4 The Overview and Scrutiny Committee **Membership** is;

- 3.4.1 Eight Members none of which shall be members of the Policy and Resources Committee.

3.5 Quorum is three Members.

4. Hearings Panel (Sub Committee of the Overview and Scrutiny Committee)

4.1 The Hearings Panel has the following **functions**;

- 4.1.1 when matters are referred by the Monitoring Officer, to (i) grant dispensations to Members and co-opted Members allowing them to participate in the debate and/or vote on any matter in which they have a disclosable pecuniary interest (ii) on matters being referred by the Monitoring Officer to decide whether complaints concerning Members should be investigated,
- 4.1.2 to hear complaints that have been referred to them by the Monitoring Officer alleging breaches of the Members' Code of Conduct and to determine appropriate sanctions or actions where a breach is found.

4.2 The Hearings Panel is to consist of three Members of the Overview and Scrutiny Committee.

4.3 Quorum is all three Members.

4.4 Members shall receive appropriate training on Code of Conduct investigations, breaches and sanctions prior to sitting as a Hearings Panel.

5. PERFORMANCE REVIEW COMMITTEE

- 5.1 The Performance Review Committee will conduct the quarterly performance review of the Chief Fire Officer/Chief Executive Officer, Deputy Chief Executive Officer and Assistant Chief Fire Officer and determine, where appropriate, the salaries of said posts.

5.2 The Performance Review Committee Membership is three Members (Chair, Vice-Chair and Leader of main political party).

5.3 Quorum is all three Members.

6. APPOINTMENTS COMMITTEE

6.1 The Appointments Committee will determine arrangements for recruitment to the post of Chief Fire Officer/Chief Executive Officer and make a recommendation of appointment to the Authority for final approval.

6.2 The Appointments Committee **Membership** is seven Members to include Chair, Vice-Chair and five others provided that at least one member is from each constituent authority.

6.3 Quorum is three Members.

7. FIRE AUTHORITY DISCIPLINARY and GRIEVANCE COMMITTEE

7.1 The Fire Authority Disciplinary and Grievance Committee will hear and determine;

7.1.1 allegations of misconduct against the Chief Fire Officer/Chief Executive Officer, Deputy Chief Executive Officer or Assistant Chief Fire Officer,

7.1.2 grievances of the Chief Fire Officer/Chief Executive Officer, Deputy Chief Executive Officer or Assistant Chief Fire Officer.

7.2 The Fire Authority Disciplinary and Grievance Committee **Membership** is three Members.

7.3 No member of the Disciplinary and Grievance Committee shall sit on the Fire Authority Appeals Committee.

7.4 Members shall receive appropriate training prior to sitting as a Disciplinary and Grievance Committee.

7.5 Quorum is all three Members.

8. FIRE AUTHORITY APPEALS COMMITTEE

8.1 The Fire Authority Appeals Committee will hear and determine appeals from decisions made by the Fire Authority Disciplinary and Grievance Committee.

8.2 The Fire Authority Appeals Committee **Membership** is three Members.

- 8.3 No member of the Appeals Committee shall sit on the Disciplinary and Grievance Committee.
- 8.4 Members shall receive appropriate training prior to sitting as an Appeals Committee.
- 8.5 Quorum is all three Members.

9. APPEALS (PENSIONS) COMMITTEE

- 9.1 The Appeals (Pensions) Committee will consider and determine Stage 2 disputes in line with the requirements of the Pensions Acts.
- 9.2 The Appeals (Pensions) Committee **Membership** is three Members.
- 9.3 Members shall receive appropriate training on pensions issues prior to sitting as an Appeals (Pensions) Committee.
- 9.4 Quorum is all three Members.

10. JOINT CONSULTATIVE COMMITTEE (JCC)

- 10.1 The aims of this non-executive Committee are;
 - 10.1.1 to be a consultative body rather than a forum for negotiation,
 - 10.1.2 to allow dialogue on issues and concerns by members, the recognised unions or the Chief Fire Officer/Chief Executive Officer as they emerge,
 - 10.1.3 to identify common interests and ways of promoting them within the fire service.
- 10.2 Other procedural arrangements for this Committee are as follows;
 - 10.2.1 proposed agenda items to be submitted to the Monitoring Officer at least two weeks before the date of the meeting,
 - 10.2.2 agenda items shall not include items which are dealt with by established negotiating and consultative processes,
 - 10.2.3 the Committee is not a decision making forum but will receive reports, guide discussions and make recommendations as appropriate,
 - 10.2.4 minutes of meetings will be agreed with the Chair and Vice-Chair and circulated to all JCC members, members of the Fire Authority and placed on the intranet/website,

- 10.2.5 any member of the Committee may invite advisers to assist with specific items on the agenda.
- 10.3 The Joint Consultative Committee **Membership** is five Fire Authority Members, two trade union/association representatives (FBU, FRSA, Unison) and Senior Officers.
- 10.4 Quorum is two Fire Authority Members, two trade union/association representatives who represent two separate trade unions/associations and one Senior Officer.
- 10.5 The Chair and Vice-Chair of the JCC shall be members of the Fire Authority.
- 10.6 Meetings to be held up to six times a year.

11. FIRE AUTHORITY SEMINARS

- 11.1 Fire Authority seminars will be held on an as and when required basis to ensure members have an opportunity to discuss and debate any matter referred for consideration by the Chief Officer Group and/or Chair of the Authority to include but not limited to Authority agenda items, matters of national and local importance, consultations and policy development.



**CAMBRIDGESHIRE
FIRE & RESCUE SERVICE**
Working together to improve community safety

STATEMENT OF DELEGATED RESPONSIBILITIES

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

If you have any queries about the Authority's policy, please contact the Finance Manager. Questions of procedure should be addressed to your line manager.

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Document Number: 216600 V5
Document Author: Scrutiny and Assurance Manager
Document Type: ADMIN
Date: August 2016

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1. General Arrangements

- 1.1. The Chief Fire Officer and other named Officers are authorised to discharge the functions of the Fire Authority in relation to the services and activities for which they are responsible, subject to the following requirements:
- 1.1.1. any decision or action shall comply with:
- legal requirements;
 - the Fire Authority’s Financial Regulations;
 - the Fire Authority’s Standing Orders;
 - all relevant resolutions, orders and directions of the Fire Authority and of any operational committee.
- 1.1.2. The Chief Fire Officer and other named Officers shall not discharge any function, the exercise of which is by law expressly vested in the Fire Authority or a committee.
- 1.1.3. The Chief Fire Officer and other named Officers shall consult

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another named Officer before discharging any function which affects the services or activities for which the latter is responsible.

- 1.2. Without derogating from the discharge of functions under these arrangements:
 - 1.2.1. The Chief Fire Officer and other named Officers shall maintain close liaison with Members representing the Political Groups in relation to any matter, which in their opinion may be regarded as sensitive or contentious by any such group.
 - 1.2.2. Where a Member has made known to the Chief Fire Officer or other named Officer their legitimate interest, the Chief Fire Officer or other named Officer shall keep the Member informed of significant developments relating to the matter.
- 1.3. The existence of a delegation to the Chief Fire Officer or other named Officer shall not require them to take a decision on that issue and they may refer the matter for guidance or decision by Members if they consider it is appropriate to do so. In so doing the Chief Fire Officer or other named Officer shall advise the Member(s) concerned of the extent of their delegated powers relating to the matter.
- 1.4. The Authority conferred upon the Chief Fire Officer or other named Officer may be exercised in their absence or at other times by an Officer authorised by the Chief Fire Officer or other named Officer in accordance with any directions of the Chief Fire Officer or other named Officer.
- 1.5. The Chief Fire Officer in consultation with the Chairman of the Fire Authority shall determine any case in which there is uncertainty whether a named Officer is authorised to act under these arrangements.
- 1.6. Reference in these arrangements to the discharge of functions of the Fire Authority include references to the doing of anything which is calculated to facilitate or is conducive or incidental to the discharge of any of those functions and the Chief Fire Officer or other named Officer is authorised to act accordingly.
- 1.7. The schedules of delegations for each of the Authority's named Officers are set out in Annex A - H.

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**DELEGATION OF AUTHORITY TO THE CHIEF FIRE OFFICER
(HEAD OF PAID SERVICE)**

Date: August 2016

1. To follow the appropriate procedures for the invitation and acceptance of tenders/quotations as set out in Standing Orders as to Contracts.
2. To dispense with or approve requests to dispense with any provision of Standing Orders relating to Contracts in consultation with (a) the Deputy Chief Executive Officer of the Fire Authority in relation to contracts up to a fixed sum (A7 in Annex H), or (b) the Deputy Chief Executive Officer and the Fire Authority Chairman in relation to higher value contracts (A8 in Annex H).
3. To be responsible for the control of personnel and the security, custody and control of all other resources including plant, buildings, materials, cash and stores appertaining to the Service.
4. To declare land surplus to requirements provided that the capital value or the annual rental does not exceed a fixed sum (A5 and A6 in Annex H).
5. To authorise and approve, in conjunction with the appropriate Officers, the acquisition of land and the taking or variation in taking, of leases, licences, applications and easement of or over any land, (including buildings), where either the capital payment or the annual rental do not exceed a fixed sum (A5 and A6 in Annex H).
6. To dispose of land, (and the granting of leases, licences, applications and easements in relation to the same), irrespective of its value provided that the land has been declared surplus to requirements by the Fire Authority.
7. To make all personnel appointments below the level of Principal Officer and to determine the remuneration and conditions of service of each post.
8. To exercise corresponding powers and duties delegated to Officers of the Fire Authority where these or similar powers and duties are included in revised Acts, Orders or Regulations.
9. The Chief Fire Officer is head of the Fire Authority's paid service and has authority over all other Officers so far as this is necessary for the efficient management and execution of the Fire Authority's functions. The Chief Fire Officer's duties include: -

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- advising the Fire Authority on matters of general policy;
 - being responsible for the efficient and effective implementation of the Fire Authority's programmes and policies;
 - reviewing the organisation and administration of the Service;
 - the development and implementation of effective and equitable staffing practices and an equal opportunities policy;
 - the maintenance of good internal and external relations;
 - being responsible for the efficient and effective implementation of health and safety legislation.
10. To act as controller in war and be empowered to exercise all the powers of the Fire Authority in the event of circumstances arising in which the Fire Authority is unable to act.
 11. To determine any case where there is uncertainty as to which Officer is authorised to act under the Fire Authority's general Scheme of Delegation to Officers.
 12. To exercise the functions of the Head of Paid Service under the provisions of the Local Government and Housing Act 1989.
 13. To determine, in consultation with the relevant Members, the Fire Authority's response to any future industrial action affecting the Fire Authority's services.
 14. To appoint architects and other consultants for Fire Authority projects and to inform the appropriate Members of all appointments and review performance.
 15. Authority to discipline, (including termination of employment) all uniformed and local government employees and to determine appeals against any decision in which they did not participate in accordance with the relevant Disciplinary Procedures where applicable and otherwise in accordance with the Fire Authority's disciplinary scheme.
 16. Authority to agree on behalf of the Fire Authority local conditions of service to supplement the National Joint Council for Local Authorities' Fire Brigades Scheme of Conditions of Service, (the 'Grey Book'), and the National Joint Council for Local Government Services, National Agreement on Pay and Conditions of Service, (the 'Green' book).
 17. Authority to exercise on behalf of the Fire Authority any discretion afforded to the employer (but not exercised by the Fire Authority) by the Grey Book, Green Book and Gold Book.

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18. Authority to make any decision (other than a request for reconsideration) required to be made by the Fire Authority under the Firefighters' Pension Scheme Order 1992 and 1996 and amendments, and the Local Government Pension Scheme.
19. Authority to consider and authorise an extension to full sick pay in exceptional circumstances subject to the merits of each individual case.
20. To direct effective public relations and media services to promote the Fire Authority within the community.

DELEGATION OF AUTHORITY TO THE DEPUTY CHIEF EXECUTIVE OFFICER OF THE FIRE AUTHORITY

Date: August 2016

1. The Deputy Chief Executive Officer is responsible for: -
 - Positively promoting a culture of probity and sound financial discipline and control as requirements of the organisation.
 - Budget preparation and its management to the specified timetable, including identification and costing of budget options.
 - The preparation of timely budgetary control reports.
 - Establishing an effective monitoring and reporting framework to ensure a proper awareness of significant issues.
 - Providing financial advice and support to the Chief Fire Officer and budget holders in line with the financial framework of the Fire Authority.
 - Managing the procurement and monitoring of bought-in financial services.
 - Understanding the nature of the reporting needed for the Fire Service under Sections 112 and 114 of the Local Government Finance Act 1988 and obtaining the necessary information to enable a report to be made.
 - Initiating exception and routine reports on Section 112 and 114 issues, as necessary.
 - Ensuring all applicable personnel have seen and understand the need to comply with standing orders, financial regulations and central standards and other financial standards, rules and protocols.
2. To be responsible for ensuring proper standards of financial management within the Service.
3. To be responsible for budgetary control and the monitoring of expenditure and income.
4. To make arrangements and be responsible for the payment of salaries and wages to all employees and pensioners including: making deductions of trade unions subscriptions from pay on behalf of recognised trade unions on request, implementing schemes

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which permit voluntary deductions from pay for charities and other benevolent organisations where practicable and determining, in consultation with the Chief Fire Officer, future applications for the early payment of deferred pension rights and implementing national salary and wage awards to employees.

5. To sanction virements between main revenue budget heads subject to certain financial limits, (A1 in Annex H), and other conditions as set out in Financial Regulations.
6. To sanction capital virements between capital programme heads subject to certain financial limits, (A2 in Annex H), and other conditions set out in Financial Regulations.
7. To implement the insurance and risk management policies and report annually to the Fire Authority on the arrangements that are in place.
8. To write off certain bad or irrecoverable debts or deficiencies relating to stores or property up to certain financial limits, (A3 in Annex H), or in certain defined circumstances.
9. To be authorised to visit all establishments of the Fire Authority, to have access to all Fire Authority and Service documents, other records, computers systems and property and to require relevant information or explanation from any Officer.
10. To make loans in furtherance of Service objectives to employees and associated organisations up to a maximum amount, (A4 in Annex A), and subject to certain provisos.
11. To amend any guidance on the application of Standing Orders relating to Contracts and to dispense with any individual requirement in special circumstances as agreed by the Chief Fire Officer or the Fire Authority as appropriate.
12. To commence supply of goods and services in advance of an executed contract in exceptional circumstances.
13. To compile lists of potential contractors and criteria for short-listing.
14. To conduct pre and post tender negotiations with tenderers after the receipt of tenders in accordance with the requirement of Standing Orders relating to Contracts.
15. To select and manage schemes for internal and external insurance risks.
16. To fix, waive or vary charges in appropriate circumstance where no statutory fee is prescribed, in consultation with the Chief Fire Officer.

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17. To be responsible for the effective delivery of support services to the Fire Authority (legal, numerical services, insurance claims, management, payroll, pensions, audit, etc.).
18. To ensure that any issue of concern in the financial management of the Fire Authority is drawn to the attention of the Chief Fire Officer.
19. To co-ordinate, in consultation with the appropriate Members and trade unions, the Fire Authority's response to retention/recruitment problems within the agreed financial and policy framework.
20. To maintain the list of politically restricted posts under the Local Government and Housing Act 1989.
21. To update the Scheme of Delegation to reflect revised Acts, Orders and regulations and new or revised constitutional documents approved by the Fire Authority.
22. To be responsible for the efficient and effective training of all Service personnel in accordance with relevant legislative requirements and Home Office recommended standards.
23. To be responsible for the strategic planning of the Fire Authority and to make applications for planning permission under the appropriate Town and Country Planning Regulations.
24. To direct the operational support functions of the Service in respect of water supplies, fire ground intelligence, operational equipment and other associated responsibilities.

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**DELEGATION OF AUTHORITY TO THE ASSISTANT CHIEF FIRE OFFICER
OF THE FIRE AUTHORITY**

Date: August 2016

1. The Assistant Chief Fire Officer is responsible for: -
 - Positively promoting a culture of probity and sound financial discipline and control as requirements of the organisation.
 - Understanding the nature of the reporting needed for their services under Sections 112 and 114 of the Local Government Finance Act 1988.
 - Establishing an effective monitoring and reporting framework to ensure a proper awareness of significant issues.
 - Obtaining the necessary information about their services to enable them to report (including receiving reports from the appropriate Accountants).
 - Initiating exception and routine reports, as necessary, to the Deputy Chief Executive Officer.
2. To exercise the functions of the Fire Authority in relation to the means of escape in case of fire, fire precautions in any premises, licensed premises, factories, offices, shops and railway premises.
3. To undertake the powers and functions relating to the Regulatory Reform (Fire Safety) Order 2005 and associated regulations.
4. To exercise control over the operational delivery and performance of the Service.
5. To deliver the operational aspects of the Service within recommended Home Office guidelines.
6. To direct a performance monitoring system to ensure the Service is performing to the expectations of the community and to the requirements of the Home Office and other national organisations.
7. To be responsible for the effective implementation of all human resources policies of the Fire Authority.
8. To provide an effective recruitment and retention system relating to operational firefighter posts.

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9. To be responsible for the effective implementation of all legislative requirements relating to equal opportunities and fairness in employment policies.
10. To direct the provision of an efficient communications and mobilising system to ensure that the Service meets its statutory functions.

**DELEGATION OF AUTHORITY TO BUDGET HOLDERS OF THE FIRE
AUTHORITY**

Date: August 2016

1. Budget holders are responsible for: -
 - Positively promoting a culture of probity and sound financial discipline and control as requirements of the organisation.
 - Understanding and ensuring compliance with internal control and the requirements of standing orders, financial regulations and control standards and other corporate financial standards, rules and protocols.
 - Complying with approved schemes of delegation.
 - Timely implementation of agreed audit recommendations.
 - The introduction and maintenance of adequate and cost effective systems of internal control within their area of responsibility.
 - Initiating exception reports where necessary to Directors.
 - Reporting any potential overspending to their line manager in a timely manner to allow for corrective action to be taken where required.

ROLE OF THE TREASURER TO THE FIRE AUTHORITY

Date: August 2016

1. The Treasurer to the Fire Authority shall discharge the responsibilities identified in Financial Regulation 1.2 under Section 112 and 114 of the Local Government Finance Act 1988: -
 - Proper administration of the Fire Authority's financial affairs
 - Identification of potential unlawful, unbudgeted expenditure.
2. The Treasurer may and in consultation with the Fire Authority, discharge some of these duties through other appropriate Officers. However ultimate responsibility will be retained for: -
 - Reporting as appropriate to the Chief Fire Officer and/or the Fire Authority.
 - Raising significant issues of under-performance with the Chief Fire Officer.
 - Establishing a robust monitoring and reporting framework to ensure the proper discharge of Section 112 and 114 functions.
 - Ensuring the maintenance of an adequate and effective internal audit service.
 - Receiving reports from the Chief Fire Officer and any other Officer delegated to produce such reports.
 - Positively promoting a culture of probity and sound financial discipline and control as requirements of the organisation.
3. The Treasurer will also discharge the following responsibilities: -
 - Strategic financial advice to the Fire Authority, including the establishment of budget strategy/guidelines relating expenditure to likely resources and the charges to the constituent financing authorities.
 - Setting the financial framework including adequate standards, protocols and procedures for budgeting, accounting, systems and reporting and for establishing a framework of monitoring to ensure these requirements are met.
 - Maintaining the Fire Authority's accounts.
 - Preparing reports and accounts, together with their submission, to the Fire Authority.

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- Review and approval of all financial information formally provided to the Fire Authority and its Members (including budgetary control reports).
- The review and approval of schemes of financial delegation.
- Advising the Chief Fire Officer and other Officers as appropriate on the issues and circumstances in which Section 112 and 114 reporting is needed.
- Accepting routine and exception Section 112 and 114 reports from the Chief Fire Officer, Directors, budget holders and the Fire Authority's Internal Auditor.

ROLE OF THE MONITORING OFFICER TO THE FIRE AUTHORITY

Date: August 2016

1. To operate as the Fire Authority's Monitoring Officer under the provisions of the Local Government and Housing Act 1989.
2. To act as Proper Officer for the Local Government, (committees and Political Groups), Regulations 1990 and to be authorised to give effect to the wishes of Political Groups in relation to their membership of the Fire Authority and its committees.
3. To affix the common seal to all documents necessary to bring into effect decisions of the Fire Authority or any of its committees, sub committees or Officers acting in pursuance of powers delegated.
4. To serve statutory notices to ascertain the legal interest of any person in the land.
5. To authorise the institution or defence of legal proceedings at common law or under any enactment, statutory instrument, order or bye-law conferring functions on the Fire Authority or in respect of functions undertaken by the Fire Authority.
6. To authorise Officers for the purposes of Sections 44, 45 and 46 of the Fire and Rescue Services Act 2004 to exercise the powers contained therein and to appoint Officers as inspectors under Part 3, Article 26, of the Regulatory Reform (Fire Safety) Order 2005, to exercise the powers of inspection under Article 27 contained in the Regulatory Reform (Fire Safety) Order 2005 and regulations made there under and to exercise the powers contained in the Licensing Act 2003.
7. To decide upon a Members "need to know" and decline inspection of any document which is privileged due to legal proceedings. The Member may appeal against this decision to the Fire Authority.

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ROLE OF THE FIRE AUTHORITY'S INTERNAL AUDITOR

Date: August 2016

1. The Fire Authority's Internal Auditor is responsible for: -
 - The independent audit of control systems within the Authority to assess their adequacy to ensure:
 - Reliable financial and other management information and reporting.
 - Compliance with laws, regulations, policies, rules, etc.
 - Properly safeguarded assets and interests.
 - Efficient and effective operations.
2. Recommending and gaining acceptance of improvements to systems of internal control identified as necessary during the course of audits.
Reporting to:
 - Chief Fire Officer
 - Treasurer
 - The Fire Authorityon main control issues, improvements agreed and improvements made.
3. Initiating on an exception basis such reports that are necessary for the Treasurer and /or Chief Fire Officer.
4. Positively promoting a culture of probity and sound financial discipline and control as requirements of the organisation.
5. Providing advice on the nature of internal control, the potential consequences of poor control and the control options available to reduce or limit risk.
6. Assist as required in the investigation of potential fraud and corruption within the Service.

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FINANCIAL LIMITS OF DELEGATED POWERS**Date:** August 2016

A1	Approval by Deputy Chief Executive Officer/Treasurer to the Fire Authority of revenue virement.	£250,000
A2	Approval of Deputy Chief Executive Officer/Treasurer of the Fire Authority of capital virement.	£250,000
A3	Approval of Deputy Chief Executive Officer/Treasurer of the Fire Authority of debt write-off in consultation with the Chairman of the Policy and Resources Committee.	Up to £10,000
A4	Approval of Deputy Chief Executive Officer to make loans to employees and associated organisations.	Up to £10,000

Land transactions:

A5	Capital Sum	£250,000
A6	Annual Rental	£100,000

Contract value:

A7	Chief Fire Officer in consultation with Deputy Chief Executive Officer/Treasurer to the Fire Authority.	Up to £50,000
A8	Chief Fire Officer and Deputy Chief Executive Officer/Treasurer to the Fire Authority in consultation with the Chairman of the Fire Authority.	from £50,000 to the EC Threshold

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

SCHEME OF DELEGATION

The Authority has agreed the following delegation of its powers and duties to Committees and Officers. The exercise of any power or duty referred to in the Scheme of Delegation is to be subject to compliance with the law, the provisions of this Constitution, sufficient budgetary provision having been made and to any decision of the Authority.

Version History

Version	Date	Comments
1	October 2004	Appointment of Treasurer and amendment of scheme
2	February 2007	Organisational structure amendments
3	August 2016	Financial limit updates
4	September 2018	Terminology updates
5	November 2021	

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1. GENERAL ARRANGEMENTS

- 1.1 The Cambridgeshire and Peterborough Fire Authority has legal responsibility to ensure that an efficient and effective fire and rescue service is provided for the residents of Cambridgeshire and Peterborough.
- 1.2 The Authority has agreed the following delegation of its powers and duties to its Officers. The exercise of any power or duty referred to in the Scheme of Delegation is to be subject to compliance with the law, the provisions of this Constitution, sufficient budgetary provision having been made and to any decision of the Authority.
- 1.3 The Chief Fire Officer and other named Officers in this Scheme of Delegation are authorised to discharge the functions of the Fire Authority in relation to the services and activities for which they are responsible, in accordance with this Scheme of Delegation, subject to the requirements in paragraph 1.4.
- 1.4 Any decision or action shall comply with;
 - 1.4.1 legal requirements,
 - 1.4.2 the Fire Authority's Financial Regulations,
 - 1.4.3 the Fire Authority's Standing Orders; all relevant resolutions, orders and directions of the Fire Authority and of any operational Committee.
- 1.5 Named Officers shall not discharge any function, the exercise of which is by law expressly vested in the Fire Authority or a Committee.
- 1.6 Without derogating from the discharge of functions under these arrangements;
 - 1.6.1 the Chief Fire Officer and other named Officers shall maintain close liaison with Members representing the political groups in relation to any

matter, which in their opinion may be regarded as sensitive or contentious by any such group,

- 1.6.2 where a Member has made known to the Chief Fire Officer or other named Officer their legitimate interest, the Chief Fire Officer or other named Officer shall keep the Member informed of significant developments relating to the matter.
- 1.7 The existence of a delegation to the Chief Fire Officer or other named Officer shall not require them to take a decision on that issue and they may refer the matter for guidance or decision by Members if they consider it is appropriate to do so. In so doing the Chief Fire Officer or other named Officer shall advise the Member(s) concerned of the extent of their delegated powers relating to the matter.
- 1.8 The Authority conferred upon the Chief Fire Officer or other named Officer may be exercised in their absence or at other times by an Officer authorised by the Chief Fire Officer or other named Officer in accordance with any directions of the Chief Fire Officer or other named Officer.
- 1.9 The Chief Fire Officer in consultation with the Chair of the Authority shall determine any case in which there is uncertainty whether a named Officer is authorised to act under these arrangements.
- 1.10 Reference in these arrangements to the discharge of functions of the Fire Authority include references to the doing of anything which is calculated to facilitate or is conducive or incidental to the discharge of any of those functions and the Chief Fire Officer or other named Officer is authorised to act accordingly.

2. URGENCY POWERS OF CHAIR OF AUTHORITY

- 2.1 When a decision which requires Member approval needs to be made urgently, the Chair or Vice-Chair of the Authority may make such decision, in consultation with the Chief Fire Officer (or a chief officer in his/her absence) and or Monitoring Officer.

- 2.2 A decision under urgency powers shall only be made if it is not reasonably practicable to call a special meeting of the Authority or relevant Committee at which to take the decision.
- 2.3 A decision made under urgency powers shall be communicated to the Members of the Authority as soon as practicable and in any event will be reported to the next scheduled meeting of the Authority or one of its Committees, setting out the full rationale for the decision.

3. DELEGATIONS TO THE CHIEF FIRE OFFICER

Role of Chief Fire Officer/Chief Executive Officer/Head of Paid Service

- 3.1 The Chief Fire Officer has overall responsibility to ensure the fire and rescue service meets its legal obligations under legislation and the Fire and Rescue National Framework. The Chief Fire Officer also has overall responsibility for securing economy, efficiency and effectiveness. The Chief Fire Officer acts as Head of Paid Service under the provisions of the Local Government and Housing Act 1989.
- 3.2 **As Chief Fire Officer;**
 - 3.2.1 the senior leader in the Service, providing strategic leadership and management of all staff,
 - 3.2.2 responsible for the development and implementation of the Service Integrated Risk Management Plan,
 - 3.2.3 effective joint working with partners,
 - 3.2.4 the senior operational commander in the Service.
- 3.3 **As Chief Executive Officer and Head of Paid Service;**
 - 3.3.1 responsible for advising the Fire Authority and for ensuring, along with the Authority's Monitoring Officer and Treasurer, that the Authority can effectively discharge all responsibilities imposed upon it by statute and guidance,

- 3.3.2 overall management responsibility for risk and financial control for the Service.

Specific Delegations

- 3.4 The Chief Fire Officer has authority over all other Officers so far as this is necessary for the efficient management and execution of the Fire Authority's functions. The Chief Fire Officer's duties include;
- 3.4.1 advising the Fire Authority on matters of general policy,
 - 3.4.2 being responsible for the efficient and effective implementation of the Fire Authority's programmes and policies,
 - 3.4.3 reviewing the organisation and administration of the Service,
 - 3.4.4 the development and implementation of effective and equitable staffing practices and policies,
 - 3.4.5 the maintenance of good internal and external relations,
 - 3.4.6 being responsible for the efficient and effective implementation of health and safety legislation,
 - 3.4.7 to act as controller in war and be empowered to exercise all the powers of the Fire Authority in the event of circumstances arising in which the Fire Authority is unable to act,
 - 3.4.8 to determine any case where there is uncertainty as to which Officer is authorised to act under the Fire Authority's general Scheme of Delegation to Officers,
 - 3.4.9 to determine, in consultation with the relevant Members, the Fire Authority's response to any future industrial action affecting the Fire Authority's services,
 - 3.4.10 to make all personnel appointments up to and including the level of Principal Officer and to determine the remuneration and conditions of service of each post. The appointment of a Principal Officer will be subject to ratification by the Fire Authority,

- 3.4.11 authority to discipline, (including termination of employment and determine appeals against dismissal) of all uniformed and local government employees and to determine appeals against any decision in which they did not participate in accordance with the relevant disciplinary procedures where applicable and otherwise in accordance with the Fire Authority's disciplinary scheme,
- 3.4.12 authority to agree on behalf of the Fire Authority local conditions of service to supplement the National Joint Council for Local Authorities' Fire Brigades Scheme of Conditions of Service, (the 'Grey Book'), and the National Joint Council for Local Government Services, National Agreement on Pay and Conditions of Service, (the 'Green' book),
- 3.4.13 authority to exercise on behalf of the Fire Authority any discretion afforded to the employer (but not exercised by the Fire Authority) by the Grey Book, Green Book and Gold Book,
- 3.4.14 authority to make any decision (other than a request for reconsideration) required to be made by the Fire Authority under the Firefighters' Pension Scheme Order 1992 and 1996 and amendments and the Local Government Pension Scheme,
- 3.4.15 authority to consider and authorise an extension to full sick pay in exceptional circumstances subject to the merits of each individual case,
- 3.4.16 to direct effective public relations and media services to promote the Fire Authority within the community,
- 3.4.17 to follow the appropriate procedures for the invitation and acceptance of tenders/quotations as set out in Standing Orders as to Contracts,
- 3.4.18 to dispense with or approve requests to dispense with any provision of Standing Orders relating to contracts in consultation with (a) the Deputy Chief Executive Officer of the Fire Authority in relation to contracts up to a fixed sum (A7 in paragraph 9), or (b) the Deputy Chief Executive Officer and the Fire Authority Chair in relation to higher value contracts (A8 in paragraph 9),

- 3.4.19 to be responsible for the control of personnel and the security, custody and control of all other resources including plant, buildings, materials, cash and stores appertaining to the Service,
- 3.4.20 to declare land surplus to requirements provided that the capital value or the annual rental does not exceed a fixed sum (A5 and A6 in paragraph 9),
- 3.4.21 to authorise and approve, in conjunction with the appropriate Officers, the acquisition of land and the taking or variation in taking, of leases, licences, applications and easement of or over any land, (including buildings), where either the capital payment or the annual rental do not exceed a fixed sum (A5 and A6 in paragraph 9),
- 3.4.22 to dispose of land, (and the granting of leases, licences, applications and easements in relation to the same), irrespective of its value provided that the land has been declared surplus to requirements by the Fire Authority,
- 3.4.23 to exercise corresponding powers and duties delegated to Officers of the Fire Authority where these or similar powers and duties are included in revised Acts, Orders or Regulations.

4. DELEGATIONS TO THE DEPUTY CHIEF EXECUTIVE OFFICER AND TREASURER OF THE FIRE AUTHORITY

Role of Deputy Chief Executive Officer and Treasurer

- 4.1 The Deputy Chief Executive Officer has responsibility for;
 - 4.1.1 providing strategic leadership to all staff and overall co-ordination of the fire and rescue service,
 - 4.1.2 development of organisational strategy, best practice, effective joint working with partners and delivering efficiency and effectiveness,
 - 4.1.3 provide strategic advice and guidance to the Fire Authority,
 - 4.1.4 ensure robust financial governance.

Specific Delegations as Deputy Chief Executive Officer

- 4.2 To deputise for the Chief Fire Officer in his absence, with day to day non-operational management decision making powers.
- 4.3 The Deputy Chief Executive Officer is responsible for;
 - 4.3.1 positively promoting a culture of probity and sound financial discipline and control as requirements of the organisation,
 - 4.3.2 budget preparation and its management to the specified timetable, including identification and costing of budget options,
 - 4.3.3 the preparation of timely budgetary control reports,
 - 4.3.4 establishing an effective monitoring and reporting framework to ensure a proper awareness of significant issues,
 - 4.3.5 providing financial advice and support to the Chief Fire Officer and budget holders in line with the financial framework of the Fire Authority,
 - 4.3.6 managing the procurement and monitoring of bought-in financial services,
 - 4.3.7 understanding the nature of the reporting needed for the Fire Service under Sections 112 and 114 of the Local Government Finance Act 1988 and obtaining the necessary information to enable a report to be made,
 - 4.3.8 initiating exception and routine reports on Section 112 and 114 issues, as necessary,
 - 4.3.9 ensuring all applicable personnel have seen and understand the need to comply with standing orders, financial regulations and central standards and other financial standards, rules and protocols,
 - 4.3.10 to be responsible for ensuring proper standards of financial management within the Service,
 - 4.3.11 to be responsible for budgetary control and the monitoring of expenditure and income,

- 4.3.12 to make arrangements and be responsible for the payment of salaries and wages to all employees and pensioners including: making deductions of trade unions subscriptions from pay on behalf of recognised trade unions on request, implementing schemes which permit voluntary deductions from pay for charities and other benevolent organisations where practicable and determining, in consultation with the Chief Fire Officer, future applications for the early payment of deferred pension rights and implementing national salary and wage awards to employees,
- 4.3.13 to sanction virements between main revenue budget heads subject to certain financial limits, (A1 in paragraph 9), and other conditions as set out in Financial Regulations,
- 4.3.14 to sanction capital virements between capital programme heads subject to certain financial limits, (A2 in paragraph 9), and other conditions set out in Financial Regulations,
- 4.3.15 to implement the insurance and risk management policies and report annually to the Fire Authority on the arrangements that are in place,
- 4.3.16 to write off certain bad or irrecoverable debts or deficiencies relating to stores or property up to certain financial limits, (A3 in paragraph 9), or in certain defined circumstances,
- 4.3.17 to be authorised to visit all establishments of the Fire Authority, to have access to all Fire Authority and Service documents, other records, computers systems and property and to require relevant information or explanation from any Officer,
- 4.3.18 to make loans in furtherance of Service objectives to employees and associated organisations up to a maximum amount, (A4 in paragraph 9), and subject to certain provisos,
- 4.3.19 to amend any guidance on the application of Standing Orders relating to contracts and to dispense with any individual requirement in special circumstances as agreed by the Chief Fire Officer or the Fire Authority as appropriate,
- 4.3.20 to commence supply of goods and services in advance of an executed contract in exceptional circumstances,

- 4.3.21 to compile lists of potential contractors and criteria for short-listing,
- 4.3.22 to conduct pre and post tender negotiations with tenderers after the receipt of tenders in accordance with the requirement of Standing Orders relating to contracts,
- 4.3.23 to select and manage schemes for internal and external insurance risks,
- 4.3.24 to fix, waive or vary charges in appropriate circumstance where no statutory fee is prescribed, in consultation with the Chief Fire Officer,
- 4.3.25 to be responsible for the effective delivery of support services to the Fire Authority (legal, numerical services, insurance claims, management, payroll, pensions, audit, etc),
- 4.3.26 to ensure that any issue of concern in the financial management of the Fire Authority is drawn to the attention of the Chief Fire Officer,
- 4.3.27 to co-ordinate, in consultation with the appropriate Members and trade unions, the Fire Authority's response to retention/recruitment problems within the agreed financial and policy framework,
- 4.3.28 to maintain the list of politically restricted posts under the Local Government and Housing Act 1989,
- 4.3.29 to update the Scheme of Delegation to reflect revised Acts, Orders and regulations and new or revised constitutional documents approved by the Fire Authority,
- 4.3.30 to be responsible for the efficient and effective training of all service personnel in accordance with relevant legislative requirements and Home Office recommended standards,
- 4.3.31 to be responsible for the strategic planning of the Fire Authority and to make applications for planning permission under the appropriate Town and Country Planning Regulations,
- 4.3.32 to appoint architects and other consultants for Fire Authority projects and to inform the appropriate Members of all appointments and review performance,

- 4.3.33 to be responsible for the effective implementation of all human resources policies of the Fire Authority.

As Treasurer to the Fire Authority

- 4.4 The Treasurer to the Fire Authority shall discharge the responsibilities identified in Financial Regulation 1.2 under Section 112 and 114 of the Local Government Finance Act 1988;
 - 4.4.1 proper administration of the Fire Authority's financial affairs,
 - 4.4.2 identification of potential unlawful, unbudgeted expenditure.
- 4.5 The Treasurer may and in consultation with the Fire Authority, discharge some of these duties through other appropriate Officers. However ultimate responsibility will be retained for;
 - 4.5.1 reporting as appropriate to the Chief Fire Officer and/or the Fire Authority,
 - 4.5.2 raising significant issues of under-performance with the Chief Fire Officer,
 - 4.5.3 establishing a robust monitoring and reporting framework to ensure the proper discharge of Section 112 and 114 functions,
 - 4.5.4 ensuring the maintenance of an adequate and effective internal audit service,
 - 4.5.5 receiving reports from the Chief Fire Officer and any other Officer delegated to produce such reports,
 - 4.5.6 positively promoting a culture of probity and sound financial discipline and control as requirements of the organisation.
- 4.6 The Treasurer will also discharge the following responsibilities;
 - 4.6.1 strategic financial advice to the Fire Authority, including the establishment of budget strategy/guidelines relating expenditure to likely resources and the charges to the constituent financing authorities,

- 4.6.2 setting the financial framework including adequate standards, protocols and procedures for budgeting, accounting, systems and reporting and for establishing a framework of monitoring to ensure these requirements are met,
- 4.6.3 maintaining the Fire Authority's accounts,
- 4.6.4 preparing reports and accounts, together with their submission, to the Fire Authority,
- 4.6.5 review and approval of all financial information formally provided to the Fire Authority and its Members (including budgetary control reports),
- 4.6.6 the review and approval of schemes of financial delegation,
- 4.6.7 advising the Chief Fire Officer and other Officers as appropriate on the issues and circumstances in which Section 112 and 114 reporting is needed,
- 4.6.8 accepting routine and exception Section 112 and 114 reports from the Chief Fire Officer, Senior Officers, budget holders and the Fire Authority's Internal Auditor.

5. DELEGATIONS TO THE ASSISTANT CHIEF FIRE OFFICER

Role of Assistant Chief Fire Officer

- 5.1 The Assistant Chief Fire Officer has responsibility for;
 - 5.1.1 providing strategic leadership to all staff and overall co-ordination of the fire and rescue service,
 - 5.1.2 development of organisational strategy, best practice, effective joint working with partners and delivering efficiency and effectiveness,
 - 5.1.3 provide strategic advice and guidance to the Fire Authority,
 - 5.1.4 ensure compliance with responsibilities and duties outlined within the Fire Service Act and Fire Safety Order.

Specific Delegations

- 5.2 To deputise for the Chief Fire Officer in his absence on operational decision making.
- 5.3 The Assistant Chief Fire Officer is responsible for;
 - 5.3.1 positively promoting a culture of probity and sound financial discipline and control as requirements of the organisation,
 - 5.3.2 understanding the nature of the reporting needed for their services under Sections 112 and 114 of the Local Government Finance Act 1988,
 - 5.3.3 establishing an effective monitoring and reporting framework to ensure a proper awareness of significant issues,
 - 5.3.4 obtaining the necessary information about their services to enable them to report (including receiving reports from the appropriate Accountants),
 - 5.3.5 initiating exception and routine reports, as necessary, to the Deputy Chief Executive Officer,
 - 5.3.6 to exercise the functions of the Fire Authority in relation to the means of escape in case of fire, fire precautions in any premises, licensed premises, factories, offices, shops and railway premises,
 - 5.3.7 to undertake the powers and functions relating to the Regulatory Reform (Fire Safety) Order 2005 and associated regulations,
 - 5.3.8 to exercise control over the operational delivery and performance of the Service,
 - 5.3.9 to deliver the operational aspects of the Service within recommended Home Office guidelines,
 - 5.3.10 to direct a performance monitoring system to ensure the Service is performing to the expectations of the community and to the requirements of the Home Office and other national organisations,
 - 5.3.11 to ensure an optimal number of appropriately trained operational staff are available within the Service area to meet operational requirements at all times,

- 5.3.12 to provide an effective recruitment and retention system relating to operational firefighter posts,
- 5.3.13 to be responsible for the effective implementation of all legislative requirements relating to equal opportunities and fairness in employment policies,
- 5.3.14 to direct the provision of an efficient communications and mobilising system to ensure that the Service meets its statutory functions,
- 5.3.15 to direct the operational support functions of the Service in respect of water supplies, fire ground intelligence, operational equipment and other associated responsibilities.

6. DELEGATION OF AUTHORITY TO BUDGET HOLDERS OF THE FIRE AUTHORITY

- 6.1 Budget holders are responsible for;
 - 6.1.1 positively promoting a culture of probity and sound financial discipline and control as requirements of the organisation,
 - 6.1.2 understanding and ensuring compliance with internal control and the requirements of standing orders, financial regulations and control standards and other corporate financial standards, rules and protocols,
 - 6.1.3 complying with approved schemes of delegation,
 - 6.1.4 timely implementation of agreed audit recommendations,
 - 6.1.5 the introduction and maintenance of adequate and cost-effective systems of internal control within their area of responsibility,
 - 6.1.6 initiating exception reports where necessary to senior Officers,
 - 6.1.7 reporting any potential overspending to their line manager in a timely manner to allow for corrective action to be taken where required.

7. ROLE OF THE MONITORING OFFICER AND LEGAL ADVISER TO THE FIRE AUTHORITY

- 7.1 To operate as the Fire Authority's Monitoring Officer under the provisions of the Local Government and Housing Act 1989.
- 7.2 To act as Proper Officer for the Local Government, (Committees and political groups), Regulations 1990 and to be authorised to give effect to the wishes of political groups in relation to their membership of the Fire Authority and its Committees.
- 7.3 To affix the common seal to all documents necessary to bring into effect decisions of the Fire Authority or any of its Committees, sub Committees or Officers acting in pursuance of powers delegated.
- 7.4 To serve statutory notices to ascertain the legal interest of any person in the land.
- 7.5 To give legal advice to the Fire Authority, its Officers and Members and to commission specialist legal advice and representation as required.
- 7.6 To authorise the institution or defence of legal proceedings at common law or under any enactment, statutory instrument, order or byelaw conferring functions on the Fire Authority or in respect of functions undertaken by the Fire Authority.
- 7.7 To authorise Officers for the purposes of Sections 44, 45 and 46 of the Fire and Rescue Services Act 2004 to exercise the powers contained therein and to appoint Officers as inspectors under Part 3, Article 26, of the Regulatory Reform (Fire Safety) Order 2005, to exercise the powers of inspection under Article 27 contained in the Regulatory Reform (Fire Safety) Order 2005 and regulations made there under and to exercise the powers contained in the Licensing Act 2003.
- 7.8 To decide upon a Members "need to know" and decline inspection of any document which is privileged due to legal proceedings. The Member may appeal against this decision to the Fire Authority.

8. ROLE OF THE FIRE AUTHORITY'S INTERNAL AUDITOR

- 8.1 The Fire Authority's Internal Auditor is responsible for the independent audit of control systems within the Authority to assess their adequacy to ensure;
 - 8.1.2 reliable financial and other management information and reporting,
 - 8.1.3 compliance with laws, regulations, policies, rules, etc,
 - 8.1.4 properly safeguarded assets and interests,
 - 8.1.5 efficient and effective operations,
 - 8.1.6 recommending and gaining acceptance of improvements to systems of internal control identified as necessary during the course of audits; reporting all findings and issues transparently through the prevailing democratic processes,
 - 8.1.7 initiating on an exception basis such reports that are necessary for the Treasurer and /or Chief Fire Officer,
 - 8.1.8 positively promoting a culture of probity and sound financial discipline and control as requirements of the organisation,
 - 8.1.9 providing advice on the nature of internal control, the potential consequences of poor control and the control options available to reduce or limit risk,
 - 8.1.10 assist as required in the investigation of potential fraud and corruption within the Service.

9. FINANCIAL LIMITS OF DELEGATED POWERS

A1	Approval by Treasurer to the Fire Authority of revenue virement	£250,000
A2	Approval by Treasurer to the Fire Authority of capital virement	£250,000
A3	Approval by Treasurer to the Fire Authority of debt write-off in consultation with the Chair of the Policy and Resources Committee	Up to £10,000
Land Transactions		
A5	Capital Sum	£250,000
A6	Annual Rental	£100,000
Contract Value		
A7	Chief Fire Officer in consultation with the Treasurer to the Fire Authority	Up to £50,000
A8	Chief Fire Officer and Treasurer to the Fire Authority in consultation with the Chair of the Fire Authority, to be reported on annually to the Fire Authority	From £50,000 to the Government Procurement Agreement Threshold



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

STANDING ORDERS AS TO MEETINGS

September 2015

CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY

STANDING ORDERS AS TO MEETINGS

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STANDING ORDERS AS TO MEETINGS

1. ELECTION OF CHAIRMAN

a) At its annual meeting the Authority, before proceeding to any other business, shall elect a Chairman from Cambridgeshire County Council representatives and Vice-Chairman from Peterborough City Council representatives for the ensuing year.

b) At the first meeting, following the annual meeting of the Authority, of any of the Authority's Committees before proceeding to any other business, they shall elect a Chairman and Vice-Chairman for the ensuing year.

c) The Chairman and Vice-Chairman may continue in office for the specified term unless determined otherwise by a vote of the members of the Authority and provided the Chairman and Vice-Chairman remain as members thereof.

d) In the absence from a meeting of the Chairman and, where appointed, a Vice-Chairman of the Authority, a Chairman for that meeting only shall be appointed from among those members present.

2. CHAIRMAN OF MEETING

Any power or duty of the Chairman in relation to the conduct of a meeting may be exercised by the person presiding at the meeting.

3. MEMBERSHIP OF THE AUTHORITY AND ITS COMMITTEES

a) The membership of the Authority reflects the requirements of the Local Government and Housing Act 1989, with specific appointments and replacements being made by each constituent authority, within the overall allocation of seats to political groups except insofar as individual groups waive their rights.

b) The membership of the Authority's Committees will comply with the requirements of the Local Government and Housing Act 1989 and reflect the overall political proportionality of the Fire Authority, except for those Committees where the requirement to reflect political proportionality has been waived by a unanimous vote of the Fire Authority. Members of the Authority's Committees must also be members of the Fire Authority.

4. QUORUM

- a) If during a meeting of the Authority or its Committees the Chairman, after counting the number of members present, declares that there is not a quorum present, the meeting shall stand adjourned.
- b) The consideration of any business not transacted shall be adjourned to a time fixed by the Chairman at the time the meeting is adjourned, or, if a time is not fixed, to the next ordinary meeting of the Authority or Committee.
- c) The quorum of the Authority shall be one-third of the whole membership of the Authority provided that there is at least one member from each of the constituent authorities present.
- d) The quorum for the Committees of the Fire Authority shall be:-
 - ☐ Appointments Committee - three members
 - ☐ Policy and Resources Committee - three members
 - ☐ Overview and Scrutiny Committee - two members
- e) For the Performance Review Committee, the Hearings Panel of the Overview and Scrutiny Committee, the Fire Authority Discipline Committee, the Fire Authority Appeals Committee and the Appeals (Pensions) Committee, the quorum shall be three members, i.e. the full membership.
- f) For the Joint Consultative Committee, the quorum shall be two Fire Authority members and two Trade Union/Association representatives who represent two separate Trade Unions/Associations.

5. MINUTES

- a) The Chairman shall put the question that the minutes of the last meeting be approved as a correct record.
- b) No discussion shall take place upon the minutes except upon their accuracy, and any question of their accuracy shall be raised by motion. If no such question is raised, or if it is raised, then as soon as it has been disposed of, the Chairman shall sign the minutes.
- c) Minutes of meetings of the Authority and its Committees shall be signed at the next ordinary meeting of that body.

6. VOTING

The mode of voting at all meetings shall be by show of hands except as provided in Standing Order 7. Immediately after a vote is taken at any meeting, any member present may on request have recorded in the minutes whether they cast their vote for or against the question or whether they abstained from voting.

7. VOTING ON APPOINTMENTS

The mode of voting for all appointments made by the Authority shall be determined by the Chairman of the meeting. Notwithstanding Standing Order 6, the mode of voting may be by ballot.

8. RECORD OF ATTENDANCES

Every member of the Authority attending a meeting of the Authority or any of its Committees shall sign their name in the attendance sheet provided for that purpose.

9. ARRANGEMENTS FOR MEETINGS

a) Meetings of the Authority shall be held on dates and at times and at venues determined in advance and agreed by the Authority. Any variation, addition or deletion to the agreed programme must be approved by the Chairman in consultation with the Vice Chairman and opposition Group Leaders, or by the Chairman only in cases of urgency.

b) The Chairman of the Authority may call a special meeting of the Authority at any time. A special meeting shall also be called within 28 days from the receipt of a requisition signed by a quarter of the members of the Authority, delivered in writing to the Chief Fire Officer.

c) A summons to the special meeting shall set out the business to be transacted thereat and no business other than that set out in the summons shall be considered at that meeting.

d) Meetings of Committees shall be held on dates and at times and at venues determined in advance and agreed by the Committee. Any variation, additions or deletions to the original programme must be approved by the Chairman of the Committee.

10. APPOINTMENT OF SUBSTITUTE MEMBERS OF COMMITTEES

- a) For the Performance Review Committee, Fire Authority Discipline Committee, the Fire Authority Appeals Committee and the Appeals (Pensions) Committee, the Authority will appoint up to two named substitutes.
- b) Substitute members, when substituting for an ordinary member of the committee, will have all the powers and duties of any ordinary member of the committee but will not be able to exercise any special powers or duties exercisable by the person they are substituting.
- c) Substitute members may attend meetings in that capacity only:
 - (i) To take the place of the ordinary member for whom they are the designated substitute.
 - ii) After notifying the Democratic Services Officer of the intended substitution before the start of the meeting.
- d) In the event of the ordinary member of the committee being present at the start of the meeting, the ordinary member may advise that the substitution shall not take effect. The membership of the committee shall be as constituted at the start of the meeting and substitution will not be permitted during the course of the meeting.
- e) Substitute members are eligible for travelling and subsistence allowances as if they were appointed members of that committee.

11. DISCLOSURE OF PROCEEDINGS OF THE AUTHORITY AND ITS COMMITTEES

- a) Agenda, reports and other documents and proceedings of the Authority and any of its Committees shall only be treated as confidential if clearly so marked or specified, and only unless and until a decision is made that they may become public. Documents which are so marked shall not be disclosed other than to those members who are entitled to them.
- b) The Chief Fire Officer shall, when the document is first published or the proceedings take place, also state clearly on the document or specify the reason for or period of the confidentiality, and the persons to whom the document or proceedings are confidential.

12. INSPECTION OF DOCUMENTS CONSIDERED BY THE AUTHORITY

- a) Subject to c) and d) below a member of either of the two constituent authorities who, on application to the Monitoring Officer to the Fire Authority, is able to establish a need to know, may inspect any document which has been considered by the Authority and/or any of its Committees and, if copies are available, shall on request be supplied with a copy of such document.
- b) Any members aggrieved by a refusal to allow the inspection of any document under paragraph a) above may require the Monitoring Officer to refer their application to the Authority whose decision shall be final.
- c) The Monitoring Officer may decline to allow inspection of any document which in their opinion is or, in the event of legal proceedings, would be protected by privilege arising from the relationship of solicitor and client.
- d) The Monitoring Officer may decline to allow inspection of any document or other information relating to an alleged breach of the Code of Conduct where the Overview and Scrutiny Committee has agreed that it be withheld.

The provisions on the inspection of documents relating to items to be considered by the Authority and any of its Committees are set out in Section 100F of the Local Government Act 1972.

Where the Hearing Panel of the Overview and Scrutiny Committee is considering an allegation against a member, there will be no public right of access to the meetings or documents. The Overview and Scrutiny Committee is required to produce a written summary of its consideration of those matters, which is to be made available to the public. Otherwise, the proceedings of the Overview and Scrutiny Committee and its Hearing Panel are to be open to the public in a manner similar to that in which other proceedings of local authorities are made open (see Part 5A of the Local Government Act 1972).

13. ITEMS FOR THE AUTHORITY

- a) The Chief Fire Officer may place on the agenda paper of the Authority notice of all business which, in his/her opinion, requires its attention.
- b) Any member of the Authority may submit an item of business for inclusion on the agenda of the Authority and the item shall be included provided that:
 - i. its inclusion on the agenda has the support of the Chairman of the Authority;
 - ii. the item is not covered by any other item to be included on the agenda;
 - iii. at least ten clear working days notice of the item is given in writing to the Chief Fire Officer before the meeting.

14. DISORDERLY CONDUCT BY MEMBERS OF THE AUTHORITY

a) If at any meeting of the Authority, any member, in the opinion of the Chairman notified to the meeting, persistently disregards the ruling of the Chairman, or persistently behaves irregularly, improperly or offensively, or persistently wilfully obstructs the business of the meeting, the Chairman or any other member may move 'that the member named be not further heard'. The motion, if seconded, shall be put and determined without discussion.

b) If the member named continues their conduct after a motion under the foregoing paragraph has been carried, the Chairman shall either move 'that the member named do leave the meeting' (in which case the motion shall be put and determined without discussion) or adjourn the meeting for such period as the Chairman at their direction considers expedient.

c) In the event of a general disturbance which, in the opinion of the Chairman, renders the due and orderly despatch of business impossible, the Chairman, in addition to any other power invested in them may, without putting the question, adjourn the meeting for such period as they consider expedient.

15. DISTURBANCE BY MEMBERS OF THE PUBLIC

If a member of the public interrupts the proceedings at any meeting of the Authority or its Committees or is in contravention of Standing Order 16, the Chairman shall warn them. If they continue, the Chairman shall order their removal from the meeting room. In case of general disturbance in any part of the meeting room open to the public, the Chairman shall order that part to be cleared.

16. PHOTOGRAPHY AND AUDIO RECORDINGS OF MEETINGS

The Authority supports the principle of transparency and encourages filming, recording and taking photographs at its 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 will operate in accordance with a protocol agreed by the Chairman of the Authority and political Group Leaders. This protocol will be published on the Authority's website.

17. PUBLICITY REGARDING EMPLOYEES

If, at a meeting of the Authority or any of its Committees any question arises which would be likely to result in the disclosure to members of the public of exempt information (relating to particular employees, etc.,) of the categories described in paragraphs 1 and 2 of Part 1 of Schedule 12A to the Local

Government Act 1972, the question shall not be the subject of discussion until a motion to exclude the public has been proposed and voted upon.

18. INTEREST OF MEMBERS IN CONTRACTS AND OTHER MATTERS

Disclosable Pecuniary Interest

If a member attends a meeting and has and is aware that he/she has a Disclosable Pecuniary Interest in any matter to be considered, or being considered, at that meeting:

a) if the interest is not entered in the Authority's register of members' interests, he/she must, subject to sub-paragraph c below, disclose to the meeting the fact that he/she has a Disclosable Pecuniary Interest in that matter. If he/she has not already done so, he/she must notify the Authority's Monitoring Officer of the interest before the end of 28 days beginning with the date of the disclosure, and

b) whether the interest is registered or not he/she must not – unless he/she has obtained a dispensation from the Authority's Monitoring Officer:

(i) participate, or participate further, in any discussion of the matter at the meeting; or

(ii) remain in the meeting room whilst the matter is being debated or participate in any vote taken on the matter at the meeting

apart from making representations, giving evidence or answering questions, prior to the commencement of the debate on that matter.

c) Sensitive Interests

Where he/she consider (and the Authority's Monitoring Officer agrees) that the nature of a Disclosable Pecuniary is such that disclosure of the details of the interest could lead to he/she or a person connected with he/she being subject to intimidation or violence, it is a "sensitive interest" for the purposes of the Code, and the details of the sensitive interest do not need to be disclosed to a meeting, although the fact that he/she has a sensitive interest must be disclosed.

19. INTEREST OF OFFICERS IN CONTRACTS

If any officer attending a meeting of the Authority or any of its Committees has a pecuniary interest in any contract or other matter before that meeting he/she shall declare that interest and withdraw from the meeting unless the meeting determines otherwise.

20. ORDER OF BUSINESS AT MEETINGS OF THE AUTHORITY

a) Except as otherwise provided by paragraph b) of this Standing Order, the order of business at every meeting of the Authority shall be:

- i. to appoint a person to preside if the Chairman and Vice-Chairman are absent;
- ii. to deal with any business required by statute to be done before any other business;
- iii. to approve as a correct record and sign the minutes of the last meeting of the Authority;
- iv. to deal with any business expressly required by statute to be done;
- v. any correspondence, communications or other business specially brought forward by direction of the Chairman;
- vi. to dispose of any business remaining from the last meeting;
- vii. other business, if any, specified in the summons.

b) Business falling under items i, ii or iii of Paragraph a) shall not be displaced, but subject thereto the foregoing order of business may be varied:

- i. by the Chairman at their discretion or;
- ii. by a resolution passed on a motion (which need not be in writing) duly moved and seconded, which shall be moved and put without discussion.

21. MOTIONS AND AMENDMENTS WHICH MAY BE MOVED WITHOUT NOTICE AT MEETINGS OF THE AUTHORITY

The following motions and amendments may be moved without notice:

- a) Appointment of a Chairman of the meeting at which the motion is made.
- b) Motions relating to the accuracy of the minutes.
- c) Variation in the order of business specified in the summons subject to the requirements of Standing Order 20.
- d) That leave be given to withdraw a motion.
- e) Amendments to motions.

- f) That the Authority proceed to the next business.
- g) That the question be now put.
- h) That the debate be now adjourned.
- i) That the Authority do now adjourn.
- j) That with the consent of the Chairman on the grounds of urgency, Standing Orders be suspended in accordance with Standing Order 23.
- k) Motions under Section 100A of the Local Government Act 1972, to exclude the public.
- l) That a member named under Standing Order 14 be not heard further or do leave the meeting.
- m) In connection with voting on appointments in accordance with Standing Order 7.

22. RULES OF DEBATE FOR MEETINGS

a) Motions and Amendments

A motion or amendment shall not be discussed unless it has been proposed and seconded.

b) Contents of Speeches

Members shall direct speeches to the issue under discussion or to a personal explanation or to a point of order.

c) Amendments to Motions

An amendment shall be relevant to the motion and shall be either:

- i) to omit words;
- ii) to omit words and insert others or;
- iii) to insert words,

but such omission or insertion of words shall not have the effect of simply negating the motion before the Committee which could otherwise be achieved by voting against the motion.

d) Withdrawal of Motion

A motion or amendment may be withdrawn by the mover with the consent of their seconder, which shall be signified without discussion, and no member may speak upon it after permission for its withdrawal has been granted.

e) Ruling of Chairman on Points of Order

The ruling of the Chairman on a point of order shall not be open to discussion.

23. PUBLIC PARTICIPATION

a) At a meeting of the Authority, and subject to the following paragraphs, questions may be asked or statements made by any member of the public – individuals, representatives of voluntary and other external organisations, including businesses. Questions or statements will not normally be accepted from employees of the Authority except when acting as Trades Union representatives or private individuals, as they have sufficient channels of communication, both internally and through their representative bodies.

b) Up to fifteen minutes will be allowed in total for questions/statements.

c) Speakers will be invited on a first come first served basis. Anyone wishing to speak should make a request in writing no later than 12.00 noon three working days before the meeting. Any request should be in writing either via e-mail or letter to the Democratic Services Officer and provide the following details:

- ☐ Name, address and contact details of the person making a comment or asking a question
- ☐ Details of the request to speak: If you wish to ask a question, the full text of the question needs to be provided. If you wish to make a comment about a matter on the agenda, a list of the main points is required.

(Requests to speak received after the three day deadline may be permitted, at the discretion of the Authority Chairman).

All the questions and comments should be clear, concise and relevant to the agenda of the meeting. Only one question or comment may be allowed per speaker.

d) Questions/statements must relate to the Authority's responsibilities and affect Cambridge and Peterborough. They must also not

- ☐ relate to the performance or employment of individual Authority staff
- ☐ concern a matter in which a right of appeal or review exists
- ☐ concern a matter which is confidential or exempt business including individual cases under investigation and allegations of crime or individual complaints against employees of the Authority

- e) The Chairman will invite each speaker to address Members of the Authority.
- f) Each Person will be able to speak for a maximum of three minutes. The Democratic Services Officer will time each speaker to ensure that he/she does not exceed three minutes. If a speaker continues for longer the Chairman will ask him/her to stop. No more than three speakers will normally be permitted per subject at a meeting (subject to the Chairman's discretion).
- g) The Chairman will deal with the question or statement or request that an appropriate Member or Officer reply orally. The Chairman can decide whether the questioner should have the opportunity to seek clarification of the reply or ask one supplementary question.
- h) Any questioner who attends but does not receive a response through lack of time will be sent a written reply within five working days after the meeting.

24. SUSPENSION OF STANDING ORDERS

All Standing Orders, except for those Standing Orders governed by statute, may be suspended at any meeting of the Authority and any of its Committees as regards any business at the meeting, where the Chairman considers it urgent and there are at least half of the members or a quorum, whichever is greater are present. When moving a motion to suspend a Standing Order the mover shall specify the Standing Order concerned and state the purpose for wishing to suspend it.

25. APPOINTMENTS AND CANVASSING OF MEMBERS

Canvassing of members of the Authority for any appointment under the Authority shall disqualify the candidate concerned for that appointment. The purport of this Standing Order shall be included in any form of application.

26. RELATIVES OF MEMBERS OR OFFICERS

- a) A candidate for any appointment under the Authority who knows that they are related to any member of the Authority or senior officers of the Authority shall, when making an application, disclose that relationship. A candidate who fails to disclose such a relationship shall be disqualified for the appointment but, if appointed prior to disclosure, shall be liable to dismissal without notice.

Every member of the Authority and senior officers of the Authority shall disclose to the Chief Fire Officer any relationship known to them to exist between themselves and any person whom they know is a candidate for an appointment under the Authority. The Chief Fire Officer shall report to the Authority any such disclosure made.

b) The purport of this Standing Order shall be included in any form of application.

c) For the purpose of this Standing Order 'senior officer' means any officer whose salary grade is a level equivalent to Grade SO1/Station Manager or above. Persons shall be deemed to be related if they are husband or wife or partner or if either of them or their spouse or partner of either of them is the son or daughter or grandson or granddaughter or brother or sister or nephew or niece of the other, or of the spouse or partner of the other.

27. INTERPRETATION OF STANDING ORDERS

The ruling of the Chairman of the meeting as to the construction or application of any of these Standing Orders, or as to any proceedings of the Authority and its Committees shall not be challenged at the meeting.

28. STANDING ORDERS TO BE GIVEN TO MEMBERS

A printed copy of these Standing Orders shall be given to each member of the Authority by the Chief Fire Officer upon delivery to them of notification of the member being first appointed to the Authority. Any subsequent revision to these Standing Orders shall be notified to each member.



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

STANDING ORDERS AS TO MEETINGS

Version History

Version	Date	Comments
1	October 2006	
2	July 2007	Terminology change
3	June 2009	Change of Committee structure
4	October 2009	Quorum changes
5	October 2012	Change in Committee structure and interests of Members in contracts another matters
6	September 2015	
7	November 2021	

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1. ELECTION OF CHAIR

- 1.1 At its annual meeting, before proceeding to any other business, the Authority shall elect a Chair from Cambridgeshire County Council representatives and Vice-Chair from Peterborough City Council representatives for the ensuing year.
- 1.2 The Chair shall remain in office until a successor is elected.
- 1.3 At the annual meeting, the Authority shall make appointments to Committees, and appoint Chairs and Vice-Chairs to its Committees and outside bodies. These Committee Chairs and Vice-Chairs shall hold office until the next annual meeting of the Fire Authority.
- 1.4 In the absence from a meeting of the Chair and, where appointed, a Vice-Chair of the Authority, a Chair for that meeting only shall be appointed from among those Members present.

2. CHAIR OF MEETING

- 2.1 Any power or duty of the Chair in relation to the conduct of a meeting may be exercised by the person presiding at the meeting.

3. MEMBERSHIP OF THE AUTHORITY AND ITS COMMITTEES

- 3.1 The Authority's Committees are;
 - Policy and Resources Committee
 - Overview and Scrutiny Committee (with a Hearings Panel sub Committee)
 - Performance Review Committee
 - Appointments Committee
 - Fire Authority Disciplinary and Grievance Committee
 - Fire Authority Appeals Committee
 - Appeals (Pensions) Committee
 - Joint Consultative Committee (non-decision making)
- 3.2 The membership of the Authority reflects the requirements of the Local Government and Housing Act 1989, with specific appointments and replacements being made by each constituent authority, within the overall allocation of seats to political groups except insofar as individual groups waive their rights.
- 3.3 The membership of the Authority's Committees will comply with the requirements of the Local Government and Housing Act 1989 and reflect the overall political proportionality of the Fire Authority, except for those Committees where the requirement to reflect political proportionality has been waived by a unanimous vote of the Fire Authority. Members of the Authority's Committees must also be Members of the Fire Authority.

4. QUORUM

- 4.1 If during a meeting of the Authority or its Committees, the Chair declares, after counting the number of Members present, that there is not a quorum present, the meeting shall stand adjourned.
- 4.2 The consideration of any business not transacted shall be adjourned to a time fixed by the Chair at the time the meeting is adjourned, or, if a time is not fixed, to the next ordinary meeting of the Authority or Committee as the case may be.
- 4.3 The quorum of the Authority shall be one-third of the whole membership of the Authority (for 17 Members, the quorum is six) provided that there is at least one Member from each of the constituent authorities present.
- 4.4 The quorum for the Committees of the Fire Authority shall be;

Policy and Resources Committee	Three Members
Overview and Scrutiny Committee	Three Members
Hearings Panel of the Overview and Scrutiny Committee	Three Members
Performance Review Committee	Three Members
Appointments Committee	Three Members
Fire Authority Disciplinary and Grievance Committee	Three Members
Fire Authority Appeals Committee	Three Members
Appeals (Pensions) Committee	Three Members
Joint Consultative Committee	Three Members plus two trade union/association members and one senior Officer

5. MINUTES

- 5.1 The Chair shall put the question that the minutes of the last meeting be approved as a correct record.
- 5.2 No discussion shall take place upon the minutes except upon their accuracy and any question of their accuracy shall be raised by motion. If no such question is raised, or if it is raised, then as soon as it has been disposed of, the Chair shall sign the minutes.
- 5.3 Minutes of meetings of the Authority and its Committees shall be signed at the next ordinary meeting of that body.

6. VOTING

- 6.1 The mode of voting at all meetings shall be by show of hands except as provided in Standing Order 7. Immediately after a vote is taken at any meeting, any Member present may on request have recorded in the minutes whether they cast their vote for or against the question or whether they

abstained from voting.

- 6.2 If the number of Members present, equivalent to the quorum, demand a recorded vote, then each Member will be asked to indicate whether their vote is in favour of or against the motion or whether they abstain. The way in which each Member present voted is then recorded in the minutes of the meeting.

- 6.3 In the event of a tied vote, the Chair shall have a casting vote.

7. VOTING ON APPOINTMENTS

- 7.1 The mode of voting for all appointments made by the Authority shall be determined by the Chair of the meeting, usually by show of hands. A secret ballot must only be used exceptionally.
- 7.2 Where more than two persons are nominated for any appointment and of the votes given there is not a majority in favour of one of them, the name of the person having the least number of votes shall be struck off the list and a fresh vote shall be taken, and so on until a majority of votes is given in favour of one person.
- 7.3 In the event of a tied vote at any stage of the process, the Chair shall have a casting vote.

8. RECORD OF ATTENDANCES

- 8.1 Every Member of the Authority attending a meeting of the Authority or any of its Committees shall sign their name in the attendance sheet provided for that purpose.
- 8.2 Where a Member fails to attend two consecutive meetings, for whatever reason, the Monitoring Officer will initiate discussions with the Member concerned and, if appropriate, their political group leader. The Monitoring Officer may, in consultation with the Group Leader, write to the Chief Executive of the Member's Unitary Authority to seek removal of the Member and the appointment of an alternative Member should non-attendance continue.

9. ARRANGEMENTS FOR MEETINGS

- 9.1 Meetings of the Authority shall be held on dates and at times and venues determined in advance and agreed by the Authority. Any variation, addition or deletion to the agreed programme must be approved by the Chair in consultation with the Vice-Chair and opposition Group Leaders, or by the Chair only in cases of urgency.
- 9.2 The Chair of the Authority may call a special meeting of the Authority at any time. A special meeting shall also be called within 28 days from the receipt of a requisition signed by a quarter of the Members of the Authority, delivered in writing to the Monitoring Officer.
- 9.3 A summons to the special meeting shall set out the business to be

transacted and no business other than that set out in the summons shall be considered at that meeting.

- 9.4 A copy of the agenda and reports for any meeting of the Authority or its Committees shall be published and sent to every Member at least five clear days before the meeting at which the reports are to be considered.
- 9.5 Meetings of Committees shall be held on dates and at times and venues determined in advance and agreed by the Committee. Any variation, additions or deletions to the original programme must be approved by the Chair of the Committee.

10. APPOINTMENT OF SUBSTITUTE MEMBERS OF COMMITTEES

- 10.1 For the Performance Review Committee, Fire Authority Disciplinary and Grievance Committee, Fire Authority Appeals Committee and the Appeals (Pensions) Committee, the Authority will appoint up to two named substitutes. There shall be no substitute members allowed for Policy and Resources Committee or Overview and Scrutiny Committee.
- 10.2 Substitute Members, when substituting for an ordinary Member of the Committee, will have all the powers and duties of any ordinary Member of the Committee but will not be able to exercise any special powers or duties exercisable by the person they are substituting.
- 10.3 Substitute Members may attend meetings in that capacity only;
 - 10.3.1 to take the place of the ordinary Member for whom they are the designated substitute,
 - 10.3.2 after notifying the Democratic Services Officer of the intended substitution before the start of the meeting.
- 10.4 In the event of the ordinary Member of the Committee being present at the start of the meeting, the ordinary Member may advise that the substitution shall not take effect. The membership of the Committee shall be as constituted at the start of the meeting and substitution will not be permitted during the course of the meeting.
- 10.5 Substitute Members are eligible for travelling and subsistence allowances as if they were appointed Members of that Committee.

11. DISCLOSURE OF PROCEEDINGS OF THE AUTHORITY AND ITS COMMITTEES

- 11.1 Agenda, reports and other documents and proceedings of the Authority and any of its Committees shall only be treated as confidential if clearly so marked or specified. Documents which are so marked shall not be disclosed other than to those Members who are entitled to them.
- 11.2 The Monitoring Officer shall, in accordance with the Local Government

Act 1972, state clearly on the document the reason for the confidentiality.

12. INSPECTION OF DOCUMENTS CONSIDERED BY THE AUTHORITY

- 12.1 Subject to 12.3 and 12.4 below a Member of either of the two constituent authorities who, on application to the Monitoring Officer to the Fire Authority, is able to establish a need to know, may inspect any document which has been considered by the Authority and/or any of its Committees and, if copies are available, shall on request be supplied with a copy of such document.
- 12.2 Any Members aggrieved by a refusal to allow the inspection of any document under paragraph 12.1 above may require the Monitoring Officer to refer their application to the Authority whose decision shall be final.
- 12.3 The Monitoring Officer may decline to allow inspection of any document which in their opinion is or, in the event of legal proceedings, would be protected by privilege arising from the relationship of solicitor and client.
- 12.4 The Monitoring Officer may decline to allow inspection of any document or other information relating to an alleged breach of the Code of Conduct where the Overview and Scrutiny Committee has agreed that it be withheld.
- 12.5 The provisions on the inspection of documents relating to items to be considered by the Authority and any of its Committees are set out in Section 100F of the Local Government Act 1972.
- 12.6 Where the Hearing Panel of the Overview and Scrutiny Committee is considering an allegation against a Member, there will be no public right of access to the meetings or documents.
- 12.7 The Overview and Scrutiny Committee is required to produce a written summary of its consideration of those matters, which is to be made available to the public.
- 12.8 Otherwise, the proceedings of the Overview and Scrutiny Committee and its Hearing Panel are to be open to the public in a manner similar to that in which other proceedings of local authorities are made open (see Part 5A of the Local Government Act 1972).

13. ITEMS FOR THE AUTHORITY

- 13.1 The Chief Fire Officer, Treasurer or Monitoring Officer may place on the agenda paper of the Authority notice of all business which, in their opinion, requires its attention.
- 13.2 Any Member of the Authority may submit an item of business for inclusion on the agenda of the Authority and the item shall be included provided that;
 - 13.2.1 its inclusion on the agenda has the support of the Chair of the

Authority,

13.2.2 the item is not covered by any other item to be included on the agenda,

13.2.3 at least ten clear working days' notice of the item is given in writing to the Monitoring Officer before the meeting.

14. DISORDERLY CONDUCT BY MEMBERS OF THE AUTHORITY

14.1 If at any meeting of the Authority, any Member, in the opinion of the Chair, persistently disregards the ruling of the Chair, or persistently behaves irregularly, improperly or offensively, or persistently wilfully obstructs the business of the meeting, the Chair or any other Member may move 'that the Member named be not further heard'. The motion, if seconded, shall be put and determined without discussion.

14.2 If the Member named continues their conduct after a motion under the foregoing paragraph has been carried, the Chair shall either move 'that the Member named do leave the meeting' (in which case the motion shall be put and determined without discussion) or adjourn the meeting for such period as the Chair at their direction considers expedient.

14.3 In the event of a general disturbance which, in the opinion of the Chair, renders the due and orderly despatch of business impossible, the Chair, in addition to any other power invested in them may, without putting the question, adjourn the meeting for such period as they consider expedient.

15. DISTURBANCE BY MEMBERS OF THE PUBLIC

15.1 If a member of the public interrupts the proceedings at any meeting of the Authority or its Committees or is in contravention of Standing Order 14, the Chair shall warn them. If they continue, the Chair shall order their removal from the meeting room.

15.2 In case of general disturbance in any part of the meeting room open to the public, the Chair shall order that part to be cleared.

16. PHOTOGRAPHY AND AUDIO RECORDINGS OF MEETINGS

16.1 The Authority supports the principle of transparency and encourages filming, recording and taking photographs at its meetings that are open to the public. It also welcomes the use of social networking and micro-blogging websites (such as Twitter and Face Book) to communicate with people about what is happening, as it happens. These arrangements will operate in accordance with a protocol agreed by the Chair of the Authority and political Group Leaders. This protocol is published on the Authority's website.

17. PUBLICITY REGARDING EMPLOYEES

- 17.1 If, at a meeting of the Authority or any of its Committees any question arises which would be likely to result in the disclosure to members of the public of exempt information (relating to particular employees etc) of the categories described in paragraphs 1 and 2 of Part 1 of Schedule 12A to the Local Government Act 1972, the question shall not be the subject of discussion until a motion to exclude the public has been proposed and voted upon.

18. INTEREST OF MEMBERS IN CONTRACTS AND OTHER MATTERS

Disclosable Pecuniary Interest

- 18.1 If a Member attends a meeting and has and is aware that he/she has a Disclosable Pecuniary Interest in any matter to be considered, or being considered, at that meeting;
- 18.1.2 if the interest is not entered in the Authority's Register of Members' Interests, he/she must, subject to sub-paragraph 18.1.3 below, disclose to the meeting the fact that he/she has a Disclosable Pecuniary Interest in that matter. If he/she has not already done so, he/she must notify the Authority's Monitoring Officer of the interest before the end of 28 days beginning with the date of the disclosure, and
- 18.1.3 whether the interest is registered or not he/she must not – unless he/she has obtained a dispensation from the Authority's Monitoring Officer - participate, or participate further, in any discussion of the matter at the meeting or remain in the meeting room whilst the matter is being debated or participate in any vote taken on the matter at the meeting apart from making representations, giving evidence or answering questions, prior to the commencement of the debate on that matter.

Sensitive Interest

- 18.2 Where he/she consider (and the Authority's Monitoring Officer agrees) that the nature of a Disclosable Pecuniary Interest is such that disclosure of the details of the interest could lead to he/she or a person connected with he/she being subject to intimidation or violence, it is a "sensitive interest" for the purposes of the Code and the details of the sensitive interest do not need to be disclosed to a meeting, although the fact that he/she has a sensitive interest must be disclosed.

19. INTEREST OF OFFICERS IN CONTRACTS

- 19.1 If any Officer attending a meeting of the Authority or any of its Committees has a pecuniary interest in any contract or other matter before that meeting, he/she shall declare that interest and withdraw from the meeting unless the meeting determines otherwise.

20. ORDER OF BUSINESS AT MEETINGS OF THE AUTHORITY

- 20.1 Except as otherwise provided by paragraph 20.2 of this Standing Order, the order of business at every meeting of the Authority shall be;
 - 20.1.1 to appoint a person to preside if the Chair and Vice-Chair are absent,
 - 20.1.2 to deal with any business required by statute to be done before any other business,
 - 20.1.3 to approve as a correct record and sign the minutes of the last meeting of the Authority,
 - 20.1.4 any correspondence, communications or other business specially brought forward by direction of the Chair,
 - 20.1.5 to dispose of any business remaining from the last meeting,
 - 20.1.6 other business, if any, specified in the summons.
- 20.2 Business falling under items 20.1.1 to 20.1.3 inclusive shall not be displaced but subject thereto the foregoing order of business may be varied;
 - 20.2.1 by the Chair at their discretion or,
 - 20.2.2 by a resolution passed on a motion (which need not be in writing) duly moved and seconded, which shall be moved and put without discussion.

21. MOTIONS AND AMENDMENTS WHICH MAY BE MOVED WITHOUT NOTICE AT MEETINGS OF THE AUTHORITY

- 21.1 The following motions and amendments may be moved without notice;
 - 21.1.2 appointment of a Chair of the meeting at which the motion is made,
 - 21.1.3 motions relating to the accuracy of the minutes,
 - 21.1.4 variation in the order of business specified in the summons subject to the requirements of Standing Order 20,
 - 21.1.5 that leave be given to withdraw a motion,
 - 21.1.6 amendments to motions,
 - 21.1.7 that the Authority proceed to the next business,
 - 21.1.8 that the question be now put,
 - 21.1.9 that the debate be now adjourned,

21.1.10 that the Authority do now adjourn,

21.1.11 that with the consent of the Chair on the grounds of urgency, Standing Orders be suspended in accordance with Standing Order 24,

21.1.12 motions under Section 100A of the Local Government Act 1972, to exclude the public,

21.1.13 that a Member named under Standing Order 14 be not heard further or do leave the meeting,

21.1.14 in connection with voting on appointments in accordance with Standing Order 7.

22. RULES OF DEBATE FOR MEETINGS

Motions and Amendments

22.1 A motion or amendment shall not be discussed unless it has been proposed and seconded.

Contents of Speeches

22.2 Members shall direct speeches to the issue under discussion or to a personal explanation or to a point of order.

Amendments to Motions

22.3 An amendment shall be relevant to the motion and shall be either;

22.3.1 to omit words,

22.3.2 to omit words and insert others or,

22.3.3 to insert words,

22.3.4 but such omission or insertion of words shall not have the effect of simply negating the motion before the Committee which could otherwise be achieved by voting against the motion.

Withdrawal of Motion

22.4 A motion or amendment may be withdrawn by the mover with the consent of their seconder, which shall be signified without discussion, and no Member may speak upon it after permission for its withdrawal has been granted.

Ruling of Chair on Points of Order

22.5 The ruling of the Chair on a point of order shall not be open to discussion.

23. PUBLIC PARTICIPATION

- 23.1 At a meeting of the Authority and subject to the following paragraphs, questions may be asked, or statements made by any member of the public – individuals, representatives of voluntary and other external organisations, including businesses.
- 23.2 Questions or statements will not normally be accepted from employees of the Authority except when acting as trades union representatives or private individuals, as they have sufficient channels of communication, both internally and through their representative bodies.
- 23.3 Up to fifteen minutes will be allowed in total for questions/statements.
- 23.4 Speakers will be invited on a first come, first served basis.
- 23.5 Anyone wishing to speak should make a request in writing no later than 12 noon, three working days before the meeting.
- 23.6 Any request should be in writing either via e-mail or letter to the Democratic Services Officer and provide the following details;
 - 23.6.1 name, address and contact details of the person making a comment or asking a question,
 - 23.6.2 details of the request to speak; if you wish to ask a question, the full text of the question needs to be provided. If you wish to make a comment about a matter on the agenda, a list of the main points is required.
- 23.7 Requests to speak received after the three-day deadline may be permitted, at the discretion of the Authority Chair.
- 23.8 All the questions and comments should be clear, concise and relevant to the agenda of the meeting. Only one question or comment may be allowed per speaker.
- 23.9 Questions/statements must relate to the Authority's responsibilities and affect Cambridgeshire or Peterborough. They must also not;
 - 23.9.1 be defamatory or improper,
 - 23.9.2 relate to the performance or employment of Authority individuals or concern a matter in which a right of appeal or review exists,
 - 23.9.3 concern a matter which is confidential or exempt business including individual cases under investigation and allegations of crime or individual complaints against employees of the Authority.
- 23.10 The Chair will invite each speaker to address Members of the Authority.
- 23.11 Each Person will be able to speak for a maximum of three minutes. The Democratic Services Officer will time each speaker to ensure that he/she

does not exceed three minutes. If a speaker continues for longer the Chair will ask him/her to stop. No more than three speakers will normally be permitted per subject at a meeting (subject to the Chair's discretion).

- 23.12 The Chair will deal with the question or statement or request that an appropriate Member or Officer reply orally. The Chair can decide whether the questioner should have the opportunity to seek clarification of the reply or ask one supplementary question.
- 23.13 Any questioner who attends but does not receive a response through lack of time will be sent a written reply within ten working days after the meeting.

24. SUSPENSION OF STANDING ORDERS

- 24.1 All Standing Orders, except for those Standing Orders governed by statute, may be suspended at any meeting of the Authority and any of its Committees as regards any business at the meeting, where the Chair considers it urgent and there are at least half of the Members or a quorum, whichever is greater are present. When moving a motion to suspend a Standing Order the mover shall specify the Standing Order concerned and state the purpose for wishing to suspend it.

25. APPOINTMENTS AND CANVASSING OF MEMBERS

- 25.1 Canvassing of Members of the Authority for any appointment under the Authority shall disqualify the candidate concerned for that appointment.

26. RELATIVES OF MEMBERS OR OFFICERS

- 26.1 A candidate for any appointment under the Authority who knows that they are related to any Member of the Authority or senior Officers of the Authority shall, when making an application, disclose that relationship. A candidate who fails to disclose such a relationship shall be disqualified for the appointment but, if appointed prior to disclosure, shall be liable to dismissal without notice.
- 26.2 Every Member of the Authority and senior Officers of the Authority shall disclose to the Chief Fire Officer any relationship known to them to exist between themselves and any person whom they know is a candidate for an appointment under the Authority. The Chief Fire Officer shall report to the Authority any such disclosure made.
- 26.3 For the purpose of this Standing Order 'senior Officer' means any Officer whose salary grade is a level equivalent to MB1/Station Manager or above. Persons shall be deemed to be related if they are husband or wife or partner or if either of them or their spouse or partner of either of them is the son or daughter or grandson or granddaughter or brother or sister or nephew or niece of the other, or of the spouse or partner of the other.

27. INTERPRETATION OF STANDING ORDERS

- 27.1 The ruling of the Chair of the meeting as to the construction or application of any of these Standing Orders, or as to any proceedings of the Authority and its Committees shall not be challenged at the meeting.

28. STANDING ORDERS TO BE GIVEN TO MEMBERS

- 28.1 A printed copy of these Standing Orders shall be given to each Member of the Authority by the Monitoring Officer upon delivery to them of notification of the Member being first appointed to the Authority. Any subsequent revision to these Standing Orders shall be notified to each Member.

To: Cambridgeshire and Peterborough Fire Authority

From: Deputy Chief Executive Officer - Matthew Warren

Presenting Officer(s): Deputy Chief Executive Officer - Matthew Warren

Telephone 01480 444575

matthew.warren@cambsfire.gov.uk

Date: 4 November 2021

Fire Authority Annual Report and Statement of Assurance 2020/2021

1. Purpose

- 1.1 The purpose of this report is to present the draft Annual Report and Statement of Assurance 2020/21 for Fire Authority approval.

2. Recommendation

- 2.1 The Authority is asked to agree the draft Annual Report and Statement of Assurance 2020/21, attached at Appendix 1, subject to the additions highlighted in Paragraph 4.4 below.

3. Risk Assessment

- 3.1 Political – the Fire and Rescue National Framework requires fire authorities to provide annual assurance on financial, governance and operational matters and show how they have had due regard to the expectations set out in their Integrated Risk Management Plan (IRMP) and the requirements included in said framework. To evidence this assurance, the Authority must publish an annual statement of assurance.

4. Background

- 4.1 As stated above, the purpose of the publication of an Annual Report and Statement of Assurance is to meet the requirements of the Fire and Rescue National Framework and to ensure the Service continues to provide information on its activities to the communities it serves and key stakeholders.
- 4.2 Appendix 1 is the draft text version of the report for 2020/21. It will be designed in full colour with photos and infographics prior to being officially published. This will happen after the content has been agreed by Members.
- 4.3 The report reflects our performance against our IRMP. The format follows the same as previous years with the exception of the performance data which now

has its own section (Pages 32-40). The final design will look very similar to our 2019/2020 document and the information will be available in an accessible format.

- 4.4 Some of the audit information on Pages 48-49 will be updated once we have received the audit reports; this is why the information is currently highlighted.
- 4.5 The report will go through a final proof reading process prior to design and sign off. It will be published on our website, promoted via social media channels and the wider media community and a link sent to our key partners. It will not be printed however if individuals request a hard copy this will be colour printed internally and sent to them.

Source Documents

Fire Authority
Planning
Documents

Location:
Headquarters
Hinchingbrooke Cottage
Brampton Road
Huntingdon

Contact:
Matthew Warren
01480 444575
matthew.warren@cambsfire.gov.uk



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

Annual Report and Statement of Assurance for Cambridgeshire and Peterborough Fire Authority 2020-2021

Welcome to the Statement of Assurance and Annual Report for Cambridgeshire and Peterborough Fire Authority.

The report covers the financial year 2020/2021 and summarises our performance over the 12 months, including how we spent your money in delivering priority services. It features highlights of the year, case studies and information about how we are working in collaboration with partners to improve our service to you.

It incorporates the Fire Authority's Statement of Assurance. Under the Fire and Rescue National Framework for England, fire and rescue authorities must provide annual assurance on financial, governance and operational matters.

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1. The year at a glance

Here are some highlights from the year 2020/2021.

April

Staff wellbeing was high on the agenda in April 2020 as the Service continued to navigate its way through the unprecedented challenges the Covid pandemic has brought. Chief Fire Officer Chris Strickland declared a major incident for the Service and business continuity measures were put into place to maintain a service to the public. The emphasis was on protecting those having to come into work whilst ensuring the mental health and wellbeing of colleagues working at home while also having to potentially home school children and look after vulnerable family members.

A new member of staff, of sorts, hit the headlines when three-year-old Darcey Cook from Whittlesey showed off her firefighting skills, learned from her firefighter dad Jamie, in her garden by using a hose to extinguish a (chalk) fire and save her baby doll. The video was a massive hit on social media, being viewed thousands of times and well-wishers from all over the world got in touch.

With the pandemic impacting health care providers around the county, staff were quick to show their support and arranged fundraisers to help. On-call firefighter Roger Pake from Cottenham Fire Station raised more than £2,000 to cover the cost of 700 masks for staff at Arthur Rank Hospice in Cambridge. Staff at Dogsthorpe Fire Station donated more than £1,000 from the station's sports and social club to Sue Ryder Thorpe Hall Hospice after a social media post highlighted the need for support.

May

The pandemic presented many challenges but staff went above and beyond to provide support where they could. A group of on-call colleagues were seconded to drive ambulances to support the East of England Ambulance Service Trust and one of our wholetime firefighters returned to his previous job as a paramedic on a secondment. Firefighters also supported the county-wide community coordination hub by carrying out welfare checks on vulnerable residents who were shielding.

Staff across the Service mourned the loss of Peterborough Volunteer Fire Brigade Firefighter Will Baker and fell silent for two minutes to pay tribute to their colleague.

Smoke blocking curtains were added to fire engines around the county. The curtains are used to contain the smoke from a fire, helping to keep neighbouring residents safe and reduce the impact of smoke on the rest of the property. The specialist equipment is mainly used within multi-occupancy accommodation, such as care homes or flats, to help contain the smoke from a fire to the room where the fire started and keep hallways, other rooms and means of escape for other residents clear. While popular in Europe, we were amongst the first fire services in the UK to adopt them and we hosted an online seminar to show representatives from 15 other services how they are used, sharing our experience.

June

Working with the Cambridgeshire Water Safety Partnership and the Cambridgeshire and Peterborough Police and Crime Commissioner, the community fire safety prevention team

installed 12 throwline stations at open water locations across the county. The potentially lifesaving equipment was installed in hotspots and high-risk sites that are known locations for people going into water, or where incidents have happened in the past where people have drowned or had to be rescued.

One of the Service's women watch commanders was recognised as a rising star for being a role model and blazing a trail for women and those that speak English as a second language. Agata Wieczorek, known as Aggie, was awarded runner up in the 'Firefighter Rising Star' category of the Women in the Fire Service Awards 2020. Aggie was nominated for her commitment and dedication, as well as her willingness to develop her skills and act as a role model for others.

A personal protection system (PPS) prevented a significant house fire. The PPS is a misting unit which is designed to suppress a fire to prevent it from spreading throughout a property, similar in principle to a sprinkler system. A unit installed at a home in Huntingdonshire activated when a fire started in a plastic bin from a discarded cigarette. The smoke from the bin activated the PPS, notifying fire control and immediately began to release a fine mist of water covering the room, extinguishing the fire before it could spread to the chair where the resident was sitting. When the crews attended, they rescued the resident who was treated for smoke inhalation.

July

The chief fire officer wrote to the children of staff thanking them for sharing their parents during lockdown. The letter addressed the strange times we were in and thanked them for their support when mum or dad had to leave them to go to work or they had to be quiet when mum or dad were working from home and in online meetings.

The Service invested in drones in a unique collaboration with the Bedfordshire, Cambridgeshire and Hertfordshire Joint Protective Services (BCH JPS) police command. The drones assist crews in their response to a wide range of incidents, providing a bird's eye view of the scene at incidents. See the case study on page 30 for more information.

August

After significant work to change the delivery of training due to Covid restrictions, a group of on-call firefighters passed their initial recruits course. The cohort was split into two groups, training on different days, to help deliver the course as safely as possible. The course was repeated in January 2021 with 12 more recruits joining.

September

To prepare for the opening of wholetime recruitment in January, an awareness campaign was launched to promote the role of a firefighter. The campaign involved several virtual information sessions and have-a-go events aimed at busting myths that surround a career in

the fire service and providing applicants with advice and guidance around the selection process.

October

Crews around the county raised more than £7,500 for The Fire Fighters Charity by hosting car wash events. Despite the pandemic and the autumn conditions at many of the events, firefighters and volunteers saw all manner of vehicles pass through stations as residents came out in force to show their support.

Emergency call handlers were the focus of a Twitter takeover as the Service celebrated International Control Room Week. Blue Watch posted tweets throughout their shift sharing what life is like in the control room.

November

With restrictions meaning the usual organised firework displays had to be cancelled, the Service launched a campaign encouraging residents to show respect on Bonfire Night and to stay safe. The campaign urged those thinking of holding their own displays in gardens to think twice and find an alternative. Fireworks night passed safely with few incidents.

December

A whole community was left in shock and sadness when a house fire claimed the lives of two children in Eynesbury, St Neots. Fire crews did everything they could to battle the flames, but the fire had spread quickly throughout the house. Crews joined neighbours in laying flowers outside the house and were on hand in the days that followed, together with the community safety team, to reassure residents and offer fire safety advice.

The chief fire officer wrote to the children of staff again, telling them he was recommending them for Father Christmas's good list after being so supportive during lockdown. They each got a #TeamCambsFire Superstar rosette and 'Approved for the good list' sticker.

The Service was one of the first to introduce lateral flow testing for operational staff to add another measure to the mix for keeping staff safe from the Covid virus and preventing it being brought into the workplace.

The year ended with another major incident being declared in the days before Christmas as wide-spread flooding hit the county. Crews, officers and senior leaders were kept busy throughout the festive period helping those affected by the flooding and joining multi-agency calls to coordinate the emergency response. Our Combined Fire Control dealt with more than 600 incidents in Cambridgeshire and Suffolk, while also moving crews around the county to maintain cover for other emergencies.

January

Chief Fire Officer Chris Strickland was awarded the Queen's Fire Service Medal for his distinguished service in the New Year Honours List.

The Service was at the forefront supporting the NHS with the national rollout of vaccinations against Covid. Staff from across all areas of the Service, from emergency call handlers and support staff to fire officers and both on-call and wholetime firefighters, started to volunteer,

both in and out of work time, at vaccination centres. More than 4,500 hours of volunteering was given by more than 100 members of staff. Some also volunteered to be trained to administer vaccines and have been continuing to do this in their own time.

Colleagues fell silent for two minutes to pay their respects to a much loved colleague when the Service's courier and former watch commander Tim Thompson died after a short illness.

Inspectors were left 'impressed' with how the Service had responded to the pandemic. Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) published its report following an inspection of all fire and rescue services in the country the previous autumn to see how the sector was responding to the pandemic. The inspection team had visited virtually in October and was impressed with how the Service had put the health and wellbeing of its people at the forefront of decision-making and how it had adapted its ways of working to support communities.

February

Colleagues paid tribute to on-call firefighter Danny Granger who died in hospital after being admitted with Covid. Danny had served at Cottenham Fire Station for nearly 22 years and was described as 'the life and soul of the station'. Following a fundraising effort by his family and colleagues, 12 ipads were donated to Addenbrookes Hospital in Danny's memory.

Plans for a new training facility and fire station in Huntingdon were approved by the district council. The significant project involves building a modern, fit-for purpose training centre and new community fire station at St John's Park, north of Huntingdon. The project is scheduled for completion in late 2022.

The Service launched a new youth engagement and community safety initiative during National Story Telling Week. Jet the Dragon is an educational programme about fire and water safety for primary school children. More Jet stories are being put together by the community fire safety team with different advice and safety messaging.

March

More than 50 firefighters tackled a large fire at an industrial building in Fenland. Cambridgeshire crews were joined by firefighters from three neighbouring counties and RAF Alconbury and worked hard to extinguish the fire and stop it spreading to other buildings. They were also assisted by staff at the site who used diggers to break up bales of paper.

The Service welcomed Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) for a second full inspection, following on from the first in 2018. Held virtually, staff were interviewed about a variety of subjects as the inspection team looked to gather evidence to see how effective and efficient the Service is and how it looks after its people. The report is due for publication later in the year.

Foreword

Welcome to our annual report and statement of assurance for 2020/2021.

The report looks back at our performance and achievements from the last financial year...and what a year it was. We always enjoy putting the annual report together as it reminds us of what we have accomplished over the last 12 months and it enables us to showcase the work of our talented and committed staff, whose professionalism and passion for what they do, no matter what role they play in the organisation, makes us the Service we are, which is one we are extremely proud of.

We started the year last April, in a national lockdown and it's fair to say this year has been a year like no other. Together with all public sector organisations and services in Cambridgeshire and Peterborough, we had plans in place for what we would do in the event of a pandemic but I don't think anyone was ready for the massive impact Covid has had and the amount of change that it has forced us to make - however, we have risen to the challenge. Our control operators have been there continually to take 999 calls and our fire crews have, without fail, responded to incidents day and night when they have been needed despite Covid illness and self-isolation hitting our workforce.

We quickly changed how we work and our procurement team pulled out the stops to buy personal protective equipment to ensure colleagues were kept as safe as possible as they continued to deliver an emergency service. Our support staff and operational officers set up work stations in their homes and continued remotely to play their part in ensuring the smooth and effective running of our service.

Our staff have been fantastic. They have yet again outshone themselves, adapting to new work environments, working flexibly to juggle other demands on their time, getting to grips with new PPE and being creative in finding different ways to achieve things. There is excellent work being done and we are incredibly proud of everyone and immensely grateful for the way they are helping us ride out the Covid storm.

Our report naturally has a heavy Covid bias to it. It has made us change how we work, how we deliver parts of our service and how we look after colleagues. But despite all this, we have also forged ahead with ongoing projects that will continually improve how we deliver our service and we highlight some of these in the report.

At the start of the year in April 2020, we launched our new four-year plan, called an Integrated Risk Management Plan (IRMP). It is something we have to produce that sets out the risks in our communities and to our Service and how we are going to mitigate those risks over a defined period. It also looks at the opportunities we can take to improve our service to you. We highlighted in the report that the ongoing pandemic may impact on our ability to deliver against the plan within the timescales set but we are pleased to say that progress has been made in all areas, albeit in some it has taken a different route to how we had intended. This really is down to our staff, across the whole of our Service, who really have given it all this year. And not only have we made progress against our plan, but we have also achieved far more as we supported our partners to respond to the pandemic and roll out the vaccination programme. You will read some incredible stories in this report demonstrating the selflessness of our staff as they volunteered to drive ambulances, fit face masks, procure PPE for partners, help at vaccination centres, and so much more.

The efforts of colleagues and our people focused decision making were applauded by Her Majesty's Inspectorate for Constabulary and Fire and Rescue Services (HMICFRS) when they came to complete an inspection in the autumn specifically on how we had responded to the pandemic. And as the financial year drew to a close, we were preparing to welcome

HMICFRS back again in April 2021 for our second full inspection. We look forward to the report later this year.

We were really pleased HMICFRS recognised how we had put people at the forefront of decision-making. This has been a conscious effort to do all we can to minimise the risk of exposure to the Coronavirus but also to reduce transmission at work. We have also been actively promoting positive mental health and wellbeing both in the workplace and at outside of work where for many the lines between work and home have become blurred over the last 15 months.

It has been an unprecedentedly tough year for many, not only battling the challenges Covid has brought, but we have also experienced incredible sadness this year with the loss of three serving members of staff and a member of the fire authority. Many people say that the fire service is like a family and never is that truer in times of grief. I have been so proud of the support our staff have given each other and the families of those who we have lost. They remain in our thoughts, as do their loved ones.

We ended the year very much with the future in our thoughts too. The financial impact of Covid may hit hard and we are preparing for potential budget cuts. It will not be easy, we are already a very lean Service, but by planning carefully now we can make well thought out decisions if it comes to it.

We also await the arrival of the Government's White Paper about the future governance of fire and rescue services. The paper will consult over whether to mandate the transfer of fire and rescue services to police and crime commissioners or the local mayor. As a fire authority we have been fighting against this for several years in Cambridgeshire and we will continue to do so, but whatever the outcome, we will ensure your fire and rescue service continues to be one of the best in the country.

Business continues as normal in the meantime as we navigate our way into the post-Covid world. We will work with colleagues to ensure our future ways of working take the positives and benefits from the last year to ensure we continue to work safely, efficiently and productively, while delivering the same, if not better, services to our communities.

We continue to provide updates on everything we do as a Service on our social media channels and welcome any feedback you can provide us. We are always interested in hearing the views of the people we serve. You can stay connected on Facebook, Twitter, Instagram, TikTok and YouTube, as well as visiting our website www.cambsfire.gov.uk.

Thank you to everyone that has supported us over the last year, whether that was passing on details of a vulnerable resident for us to visit, testing your smoke alarms, sharing our safety messages, sending us feedback, or working with us in whatever capacity, we are extremely grateful and we really value that support.

Councillor Edna Murphy
Chair of Cambridgeshire
and Peterborough Fire Authority

Chris Strickland
Chief Fire Officer

Box: Stay safe, stay connected. Follow us on F T YT

Statement of assurance

Context

The Fire and Rescue National Framework for England sets out a requirement for fire and rescue authorities to publish a statement of assurance. It says the statement should:

“...outline the way in which the authority and its fire and rescue service has had regard – in the period covered by the document – to this National framework, the Integrated Risk Management Plan and to any strategic plan...prepared by the Authority for that period. The authority must also provide assurance to their community and to government on financial, governance and operational matters.”

One of the principal aims of the statement of assurance is to provide an accessible way in which communities, Government, local authorities and other partners may make a valid assessment of their local fire and rescue authority's performance.

Purpose

The purpose of this statement of assurance is for Cambridgeshire and Peterborough Fire Authority to formally confirm the adequacy of arrangements for the effective management of financial, governance and operational matters in Cambridgeshire Fire and Rescue Service. The statement has been prepared and published in accordance with the guidance published by the Home Office.

Statement of Assurance

Cambridgeshire and Peterborough Fire Authority is satisfied that its business during the financial year 2020/21 was conducted in accordance with the law and proper standards and that public money was properly accounted for and used economically, efficiently and effectively. The Authority is further satisfied that the requirements of the Fire and Rescue National Framework for England have been met.

Evidence to support this judgement can be found within this report, specifically:
Integrated Risk Management Plan – page 22
Financial and governance matters - pages 45-48

Signed:

INSERT SIGNATURE AND PIC

Councillor Edna Murphy
Chair of Cambridgeshire and Peterborough Fire Authority

4. Governance arrangements

Cambridgeshire and Peterborough Fire Authority

The Fire Authority is the governing body responsible for delivering a fire and rescue service to Cambridgeshire and Peterborough.

The main responsibilities of the Authority are set out in the Fire and Rescue Services Act 2004. The Authority makes decisions about how the local fire and rescue service operates and how it reviews performance and policies. It also sets the budget each year and agrees the strategic direction set out in the Integrated Risk Management Plan (IRMP) and the corporate priorities within the IRMP action plan.

In some counties, delivery of the fire and rescue service is the responsibility of the county council, however in counties such as Cambridgeshire, where unitary authorities exist, a separate Authority is set up to run the Service and this is made up of councillors from both the county and unitary council.

As well as the Fire Authority there are a number of committees made up of smaller groups of Authority members, which look at certain aspects of the Service.

The political make-up of the Fire Authority reflects the number of members from the political parties on each of the appointing county and unitary authorities.

Transfer of Governance to the Police and Crime Commissioner

In March 2018, following a business case submitted by the former Police and Crime Commissioner (PCC) for Cambridgeshire, the Home Office announced that the governance of the fire service would transfer to the PCC in June 2018. The date was delayed as the Fire Authority sought a judicial review against the decision.

In 2020, the Home Office announced it would not hear any cases for a transfer of power until after the May 2021 PCC elections, and as so much time has passed, a new business case would be required. The Fire Authority withdrew all active legal proceedings at this point. Earlier in 2021, the Government then announced it would consult on a White Paper in the summer of 2021 which would mandate the transfer of fire and rescue service governance to local PCCs or the mayor.

We await the White Paper and will respond accordingly. Until then it is business as usual and we continue to plan for the future.

[Put near photos^u]

The Fire Authority records its appreciation for the contribution of councillors Barbara Ashwood, Andrew Coles, Derek Giles, Lynda Harford, Bill Hunt, Jocelyne Scutt and Mike Shellens who served on the Authority during 2020/21. Special thanks and recognition goes to Councillor Kevin Reynolds who was chair of the Fire Authority from xxxx until June 2021 when a new chair was elected. We also remember with fondness and respect, Councillor Janet Goodwin who sadly died after a short illness in December. Janet had served on the Fire Authority since May 2018 and prior to that for a number of years on and off too. More information about the Fire Authority, including details of Authority and committee meetings, together with the dates, agendas and minutes for these meetings, can be found on our website, www.cambsfire.gov.uk

Current members of Cambridgeshire and Peterborough Fire Authority

In June 2021, the Fire Authority welcomed a new chair and vice-chair. It is the first time a woman has been voted into the chair's role. Councillor Edna Murphy joined the Authority in May after successfully winning her district seat as a Liberal Democrat. Vice chair is now Councillor Mohammed Jamil, from Peterborough who represents the Labour party. Councillor Murphy said: "I am delighted to have been voted in as chair of the Authority and am very proud to be the first woman to hold the position. The Service has made great strides forward in recent years and works incredibly hard to ensure it remains an inclusive organisation, which I am very keen to continue to build on."

"I would like to pay tribute to Councillor Kevin Reynolds who was chairman of the Fire Authority up until June 2021. He has been a fantastic chairman during his tenure and I am taking on an Authority in excellent shape thanks to his leadership. His experience and knowledge will certainly continue to be a considerable asset to the Authority."

"I join at a very challenging time as we work to come out of the pandemic, but I am very confident that we have a very strong team that will continue to provide an excellent service to the people of Cambridgeshire and Peterborough."

Edna Murphy Chair	Mohammed Jamil Vice Chairman		
Andrew Bond	Simon Bywater	Hilary Cox-Condron	Ian Gardener

Bryony Goodliffe	John Gowing	Sebastian Kindersley	Peter McDonald
Mac McGuire	David Over	Kevin Reynolds	Philippa Slatter
Mandy Smith	Simone Taylor	Scott Warren	

Our structure

(Design same as last year's report)

Our structure

Our chief officer team



Chris Strickland
Chief Fire Officer

Chief Executive of Cambridgeshire Fire and Rescue Service

Responsible for ensuring the Service fully discharges its statutory duties in regard to the needs of individuals and communities in Cambridgeshire and Peterborough.

Specific line management for:

- Transparency, Engagement and Communication
- Democratic and Legal Services



Jon Anderson
Assistant Chief Fire Officer

Responsible for:

- Resilience
- Service delivery and the command and control of our 38 operational fire stations
- Community Safety (Fire Prevention and Protection)
- Equality and Inclusion
- Resource Management and Occupational Health
- Operational Support
- Health and Safety
- Fleet



Matthew Warren
Deputy Chief Executive

- Finance and Payroll
- ICT
- Programme Management and Planning
- Business Intelligence
- Property and Estates
- Procurement and Business Support
- Service Transformation and Efficiency Programme (STEF)
- Human Resources, Learning and Development and Recruitment

*~~Former Assistant Chief Fire Officer~~ Nick Hilton is currently on secondment to Essex County Fire and Rescue Service.

Our legal responsibilities

Our responsibilities as an emergency service are set out in the Fire and Rescue Services Act 2004 and also the Civil Contingencies Act 2004. As a public service provider we also have responsibilities under the Equality Act 2010.

Fire and Rescue Services Act 2004

The Act replaced the Fire Services Act 1948 with a new legislative framework to ensure fire and rescue services were better able to meet the particular challenges of the 21st century.

The Act clarifies the duties and powers of fire authorities to:

- Promote fire safety
- Fight fires
- Protect people and property from fires
- Rescue people from road traffic incidents
- Deal with other specific emergencies, such as flooding and terrorist attacks
- Do other things to respond to the particular needs of their communities and the risks they face.

Civil Contingencies Act 2004

Under Part One of the Act, emergency services and local authorities (defined as Category One responders) have a legal obligation to assess risk, plan and exercise for emergencies and undertake business continuity management.

We are involved in ongoing partnerships to plan multi-agency responses to major incidents. This work involves carrying out risk assessments for all eventualities and producing emergency plans that are tested and continually updated.

More information about our emergency planning can be found on our website.

We have a Business Continuity and Information Security Forum (BCIS) to provide direction and to oversee all aspects of business continuity management within the organisation to ensure that the Service continues to deliver its core services to communities and partners at all times and is resilient in adverse conditions.

Regulatory Reform (Fire Safety) Order 2005

The Regulatory Reform (Fire Safety) Order 2005 replaces most fire safety legislation with one simple order. It means that any person who has some level of control within a premises must take reasonable steps to reduce the risk from fire and make sure people can safely escape if there is a fire. The Order applies to virtually all buildings, places and structures other than individual private dwellings, for example a family home or individual flats in a block.

Fire and Rescue Services (Emergencies) (England) Order 2007

The Emergencies (England) Order 2007 outlines the additional statutory duties of the Fire and Rescue Services Act 2004 for fire authorities. The duty requires authorities, where provision of resources has been made by central government, to respond to incidents both within and outside the authority area involving Chemical, Biological, Radiological and Nuclear hazards (CBRN) and Urban Search and Rescue (USAR).

Localism Act 2011

The aim of the Act was to devolve more decision-making powers from central government back into the hands of individuals, communities and councils. The Act covers a wide range of issues related to local public services, with a particular focus on the general power of competence, community rights, neighbourhood planning and housing. The key measures of the Act were grouped under four main headings:

- New freedoms and flexibilities for local government
- New rights and powers for communities and individuals
- Reform to make the planning system more democratic and more effective
- Reform to ensure decisions about housing are taken locally.

The Department of Communities and Local Government published a plain English guide to the Localism Act:

www.gov.uk/government/uploads/system/uploads/attachment_data/file/5959/1896534.pdf

Fire and Rescue National Framework for England

The Fire and Rescue Service National Framework sets out the Government's priorities and objectives for fire and rescue authorities in England. It was updated in May 2018.

The priorities within the framework are for fire and rescue authorities to:

- Make appropriate provision for fire prevention and protection activities and response to fire and rescue related incidents
- Identify and assess the full range of foreseeable fire and rescue risks their areas face
- Collaborate with emergency services and other local and national partners to increase the efficiency and effectiveness of the service they provide
- Be accountable to communities for the services they provide
- Develop and maintain a workforce that is professional, resilient, skilled, flexible and diverse.

Full details of the Fire and Rescue National Framework can be found on the Department for Communities and Local Government website:

<https://www.gov.uk/government/collections/fire-and-rescue-national-framework-for-england>

Equality Act 2010

Under the Public Sector Equality Duty, the Service must have due regard to eliminate discrimination, advance equality of opportunity and foster good relations between people of different protected characteristic groups.

Our progression in this area during 2020/21 will be published in our equalities compliance report due out in December 2021.

Our IRMP and IRMP action plan sets out objectives to ensure we continually improve in this area.

Policing and Crime Act 2017

This act has placed a statutory duty on all three emergency services to consider collaboration when entering into new agreements, in the interest of efficiency and effectiveness.

Within CFRS, these opportunities are monitored and assessed by the Blue Light Strategic Interoperability Board.

<http://www.legislation.gov.uk/ukpga/2017/3/contents/enacted>

5. The communities we serve

Our community

The population estimate of Cambridgeshire and Peterborough is approximately 859,830 which is a 6.8 per cent increase from the Census 2011 population of 805,000. This growth varies considerably across the district council areas.

The social demography of Cambridgeshire varies considerably too, with the cities of Peterborough and Cambridge being particularly multi-cultural and multi-racial with more than 16 per cent of the population from a non-white ethnic group (Census 2011 data).

In comparison, the other four districts have a non-white population of between 2.9 per cent and 6.8 per cent. The number of migrant workers in both Cambridgeshire and Peterborough has grown very quickly since 2004, with the Polish community now being one of the largest European groups in the county.

The population of Cambridgeshire is ageing with the number of people aged 65 and over accounting for 15 per cent of the population (120,750 people), with 2 per cent being 85 and over (16,100 people). Those most at risk from a fatal fire in the home are vulnerable people aged 65 and over.

Further information on our communities can be found in our IRMP 2020-2024 which is on our website.

We await with interest the 2021 census data for more up to date information on our communities.

Our built environment

Cambridgeshire has a diverse and resilient economy. Situated in the heart of the East of England, Cambridge is less than one hour from London, just 20 minutes from London Stansted airport, which has excellent links to most major European cities and Cambridge also hosts its own private airport.

Cambridgeshire has good access to the national motorway network with the A1, A14 and M11 roads which provide superb connections to the Midlands, the North, London and the east coast ports of Felixstowe, Lowestoft, Ipswich, Great Yarmouth and Harwich.

In order to accommodate the expected increase in population, a number of new sustainable developments are under construction with the aim of creating 75,000 new homes by 2021, including the country's first eco-town Northstowe, being built just 5 kilometres from the city of Cambridge.

Peterborough grew and developed rapidly in the seventies and eighties, following its designation as a 'new town' in 1968. Three new residential townships were developed with a full range of social and economic facilities and the fourth, Hampton, will continue this growth with over 5,000 homes and supporting infrastructure

Our heritage

Cambridgeshire is a county of contrasts in the East of England. The county's towns and cities are steeped in history and have evolved over centuries. Cambridge is a university city of old streets, ancient colleges and bridges spanning the River Cam. Ely has a magnificent Norman cathedral and Huntingdon was the birthplace of Oliver Cromwell. Wisbech in the

Fens has fine examples of Georgian street architecture whilst the Fens themselves are renowned for their impressive agricultural landscapes. The city of Peterborough is a mixture of the ancient and modern. The renowned 11th century cathedral dominates the city centre landscape, with new townships sited around the existing urban centre.

Our natural environment

Cambridgeshire has a diverse natural environment, from gently undulating hills in the south of the county to the man-made landscape of the Fens in the northeast.

Covering an area of some 3,200 square kilometres, extending almost to the Wash in the north, Cambridgeshire is the most westerly county of East Anglia. It is a largely low lying area and the landscape is notably flat, with clay islands to the west and south east over soft chalk. Reclaimed fenland with rich peat beds, criss-crossed with man-made dykes, makes up the northern part of the county.

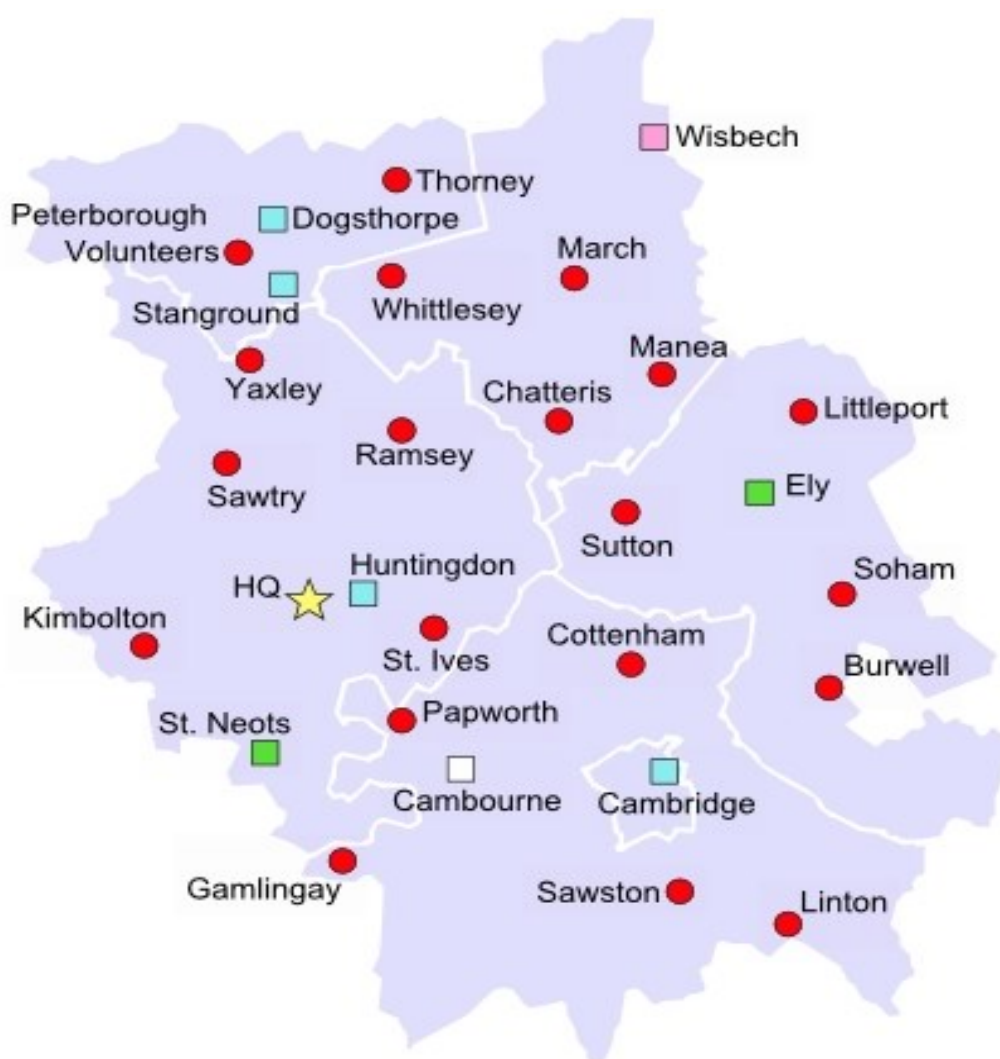
There are three principal rivers, the Nene in the north, the Cam to the south and the Great Ouse in the northwest.

6. How we serve our community

Our Service

The Service is run by a management team headed by the Chief Fire Officer (see page 13 for structure) and is currently governed by a Fire Authority, made up of 17 councillors from Cambridgeshire and Peterborough. Members of the Fire Authority can be found on page 11. Further details of the Fire Authority including committee structure and meeting dates can be found on our website.

We currently operate from 28 fire stations across Cambridgeshire and Peterborough, 27 of which are operational. Management, professional support departments and our Combined Fire Control are all based at our Service Headquarters in Huntingdon.



ADD KEY

We employ 253 wholetime firefighters, including up to principal officers (establishment is 242) and 253 on-call firefighters. A total of 45 staff (establishment/full time equivalent is 36) operate our Combined Fire Control, mobilising appliances across Cambridgeshire, Peterborough and Suffolk. 160 staff (130.85 full time equivalent) work in support roles across the Service in essential operational and business support functions, including Learning and organisational Development, Health and Safety, Recruitment, Property, Fleet and Equipment, Finance and Human Resources.

We have a fleet of 35 fire engines, two rescue vehicles, two turntable ladder aerial appliances and a number of other specialist vehicles. More information about our vehicles and the equipment we use can be found on our website.

Our values

Cambridgeshire Fire and Rescue Service works to a set of key values that everyone is expected to incorporate into every aspect of their work.

These key values are:

- ◆ **Dignity** - our treatment of people should conform to a standard of behaviour that is socially acceptable to all members of the community we serve.
- ◆ **Respect** – we respect the differences in groups of personnel and the public and take into account the right for people to be different, valuing diversity rather than demeaning it.
- ◆ **Welcome** – we welcome people into the workplace and create a working environment that is open and inclusive, which offers help and support.

7. Achievements towards our strategic aims

Our vision and strategic aims

Our ultimate vision for the future is to create a safe community where there are no preventable deaths or injuries from fire or other emergencies.

Put simply, this means we want to **reduce risk and save lives**.

We will work towards our vision by putting **the community and our staff at the heart of everything we do**, striving for **excellence** both **operationally** and in how we approach **community safety**, and seeking to provide **value for money** in all areas.

These are therefore our strategic aims.



Integrated risk management plan (IRMP)

Our IRMP is our corporate plan and it focuses on how we plan to achieve our strategic aims. It is a public facing document covering a set period. This annual report looks at our achievements against the first year of the new 2020-2024 IRMP ([link below](#)).

Our IRMP identifies the key risks that may get in the way of us achieving our strategic aims, and it looks at the opportunities that may help us get there quicker. It then explains what action we will take to mitigate the risks and what we need to do to explore the opportunities that will help to further improve our Service.

From this, our corporate priorities emerge, which we list under the strategic aim they most relate to (many also impact on one or more other areas). We deliver these through a detailed action plan which sits alongside the IRMP and updates are discussed every three months by chief officers and the strategic leadership team. Progress against the plan is presented to the Fire Authority on a regular basis.

Risk modelling is used to assess the likelihood of fire and rescue related incidents using performance data from the last six years. The information enables us to compare performance year on year and assess the impact of change and events such as weather, legislation changes and situations such as Covid-19. The more we can understand about these impacts on our demand, the more we can improve our Service.

The current 2020-2024 IRMP, can be found on our website
<https://www.cambsfire.gov.uk/transparency/documents/>

Achievements against our IRMP 2020-2024

The next few pages outline what we delivered in 2020/2021 against the priorities in the IRMP, set out under each of the four strategic aims:

- People
- Operational excellence
- Community safety excellence
- Value for money

Each section starts by explaining what we are aiming to achieve for that strategic aim heading and then explains what we have done during the past year, how we have performed in key areas and includes a case study to evidence this.

Operational excellence

Working with our managers and staff to ensure the highest standards of operational response we:

- Have competent, confident and skilled staff
- Have the right skills, equipment and resources in the right places
- Have a learning culture looking to continually improve the way we deliver our services.

To achieve this in 2020/21, we have:

- Responded flexibly to ensure our communities still received an excellent service during the Covid lockdown, while putting in measures to keep our staff safe
- Had the way we responded to Covid generally, and from a health and safety perspective, validated by the British Safety Council and HMICFRS (the inspectorate for fire and rescue services)
- Continued to recruit staff for our operational fire stations, Combined Fire Control and professional support services, despite the national restrictions
- Introduced additional roles at our training centre to help increase our capacity to deliver necessary training and improve operational competency
- Completed and introduced new handheld radios to improve our effectiveness at incidents
- Purchased and introduced two new turntable ladders which will replace our aging Multistar aerial appliances at Cambridge and Peterborough.
- Continued to implement a new mobilising system in our control room which will improve the way we despatch our fire engines, specialist vehicles and resources
- Redesigned and undertaken, within the Covid restrictions, promotion processes from crew commander to assistant chief fire officer to ensure we have the right people with the right skills in the right place
- Upgraded our BA sets

- Continued to improve our training facilities by starting work on our new training facility at Ely
- Begun work on our new training centre and fire station at St Johns, Huntingdon, to replace the existing fire station and training facility in Hartford Road
- Reviewed the trial crewing agreement at our day crewed stations and are currently working with our staff to implement longer term the most successful parts to improve the levels of service we deliver in those areas
- Continued to adapt our on-call recruitment processes and courses to reduce the time it takes for potential new recruits to access courses and improve the ways initial training is delivered to on-call staff
- Established a working group to better understand how we can use our operational resources better to improve our attendance times to the most serious incidents in rural areas
- Undertaken a review of our current operational assurance processes, which has resulted in improvements in our de-briefing and training exercise programmes.

Our performance data can be seen on page 32.

CASE STUDY

Introducing two new aerial appliances to the fleet

Two hi-tech new turntable ladders were introduced to our fleet at the end of the year to assist at incidents involving working at height.

Replacing the two Multistar aerial appliances, the new high spec vehicles will be based at Stanground, in the north of the county, and at Cambridge, in the south. Both are a Magirus32L/AS, which have been supplied by Emergency One and are mounted on a Scania chassis, which was chosen for maximum manoeuvrability and a high level of visibility for the driver.

The most prominent feature of the new appliances is the 30m ladder with an articulated section, which will enhance our capability when working at height. Other features include a cage with a retractable access platform and connections for attaching a stretcher and a detachable thermal imaging camera. The cameras can be mounted on the cage and can be live streamed to officers and Combined Fire Control so they can better understand what is going on. An added bonus is improved capabilities for observing incidents from above.

They are a more robust design, more responsive to drive, easier to manoeuvre, faster to set up (at just 30 seconds) and have greater rescue capabilities.

After arriving in the Service last year, vigorous training has taken place so crews fully understand their capabilities and are familiar with how to use them safely for maximum effect. With everyone trained, the vehicles are now ready for use.

Speaking about the investment, Head of Fleet and Equipment Graham Wiggins said: "We want to ensure we provide our firefighters with the best possible equipment to be able to respond to emergency calls and protect their local community effectively. This means investing in new equipment and making sure they have the right vehicles to respond to the job. These new fire appliances are an exciting and innovative addition to the county's fleet and will be a great asset to the Service when responding to incidents, especially those at height."

Community safety excellence

Working in partnership with agencies such as local authorities, district councils, police and health authorities, we:

- Understand the risk in our communities
- Are inclusive in our approach and tailor our services to meet the needs of our diverse communities
- Work with partner agencies in a targeted, proactive and effective manner and are perceived as a key contributor to community safety
- Have a high level of customer satisfaction in our activities.

To achieve this in 2020/21 we have:

- Adapted the way we complete our Safe and Well visits during the pandemic to safely continue face to face support for those most at risk of fire through complex social needs.
- Continued to install and service our portable misting systems to those people at extremely high risk of fire. A number of activations from these confirms that they are essential life-saving machines for those most at risk from being injured or killed in a house fire.
- Improved our evaluation of community safety activities to better understand the benefits of our prevention work.
- Contributed to the Cambridgeshire and Peterborough Road Safety Partnership – collectively adopting the ‘vision zero strategy’ where there are no fatalities or serious injuries on our roads. We have been working with our key partners to achieve this and taken on the work stream for ‘safer vehicles’.
- Built on our close relationships with statutory and non-statutory agencies by having members of our community safety team sit on local problem-solving teams and a county-wide hoarding group.
- Continued to deliver our essential fire safety awareness training Olive Branch to several more social care agencies across the county, including social services and hospital discharge teams, which has provided us with details of those who may benefit from our Safe and Well service.
- Reviewed and adapted many of our community engagement activities such as Safety Zone, Be Water Aware and Biker Down allowing it to be used as an online learning package by schools and for home schooling during the pandemic restrictions.
- Worked with health partners to design and implement an emollient safety campaign. This was recognised at the national PrescQIPP awards, beating over 50 other nominations to win the ‘improving patient safety’ category and then going on to win the gold award for best initiative across all categories.
- Adapted our approach to our business fire safety audit activity in reaction to Covid, remaining focussed on our highest risk premises.
- Evaluated our business seminar activity and launched a new webinar to allow businesses to receive business safety information remotely.
- Evaluated our Risk Based Audit Programme (RBAP), which is how we assess non-domestic premises for risk, and used new and advanced data to compile and launch our new audit programme.
- Completed audits on all residential buildings over 18 metres tall as part of the government’s Building Risk Review (BRR) and have now extended this to focus on 11-18m high premises.

- Reviewed and changed our business engagement process for firefighters to provide further ongoing support for businesses.

Our performance data can be seen on page 32.

CASE STUDY

Keeping you safe and well in more than one way

When we first went into lockdown it was quite a conundrum for the community and fire protection team. All their work involved face to face visits with either residents, schools, community groups or businesses. How could they continue to ensure the elderly and most vulnerable were safe and businesses were compliant with fire safety legislation when non-essential visits weren't allowed?

Area Commander for Prevention and Protection, Stuart Smith explained: "It was a tough challenge for us for many reasons. We have a statutory duty to ensure businesses are compliant with fire safety regulations and we have a moral duty to ensure our most vulnerable are safe from fire. We had to look for innovative ways to continue doing what we do but doing it safely, avoiding face to face contact where possible, and where that we couldn't avoid that, how we kept our staff and residents safe, recognising those most at risk from fire were likely to be most at risk of Covid too."

The teams set about redesigning what they do so it could be done remotely. Webinars were set up to replace face to face business seminars, telephone audits were designed as a first stage audit for businesses, materials for schools were produced and put on the website and some did virtual tours of the fire station and fire engines. Personal protective equipment was provided for those needing to go into people's houses where high risk cases were identified but some of the visit was carried out over the phone to minimise the amount of time in the house.

It was important to carry on installing portable misting systems in the homes of those at very high risk of fire, for example bed bound and a smoker. This decision has paid off with a number of activations of the systems saving lives.

The Biker Down workshop for motorcyclists was filmed and put online so riders could access the learning material at home. Fun, fire service related educational resources were put on the website as well to help parents with home-schooling, including maths sheets and problem solving.

The Service teamed up with the community hub helping those shielding to provide leaflets about fire safety in the home and safe and well visits to try and identify those who had not already been contacted by the fire service.

Per Middleton, Group Commander for Community Safety added: "The team have really pulled out the stops to do what they can within the restrictions. It has been hugely frustrating for them not being able to carry out their role in the usual way and help people but that energy has been channelled positively into looking at what we do and identifying how we can still do it but in a different, Covid safe way.

"As much of our work is face to face, it was inevitable that the number of Safe and Well visits we do wasn't going to match that of previous years, but we have worked differently, engaged in new ways and made the best we could of a challenging situation. Credit for that goes to the team who have done all they could to think differently to keep people safe, and where they had additional capacity, they have been supporting our partners, ringing those isolating,

checking up on them and helping at vaccination centres – so keeping people safe but in different ways. I'm hugely proud of them."

People

Working with our managers and staff to ensure our people are safe and the Service is accessible to everyone, meeting their needs and expectations, we:

- Continually strive to improve the service we deliver
- Listen and engage with staff, communities and our partners to improve what we do
- Develop our staff and encourage them to reach their potential.

There is a large overlap between community safety excellence and people, therefore to avoid duplication, our efforts in relation to improving things for people in our community are detailed in the community excellence section on page 25.

To achieve the bullet points above is 2020/21 we have:

- Undertaken informal reflections exercises throughout the year to understand how staff were affected by the changes to our working practices as a result of the pandemic and their thoughts on how we had responded generally.
- Worked with an independent specialist provider to survey our staff to understand how the Covid pandemic may have affected employee engagement levels and to gain important data to help us further develop how we support the good mental health and wellbeing of colleagues.
- Supported leaders at all levels to consider their responsibility for employee engagement in the context of the pandemic and provided tools to help them have good quality conversations with their team members.
- Focused significantly on supporting the good mental health and wellbeing of our people. You can read more about what we have done in the case study on page 28.
- Promoted our inclusion ambassadors and supported them to fulfil their roles championing the different protected characteristics in equality legislation as well as pregnancy, paternity, mental health and menopause.
- Launched a neurodiversity working group and started work to better understand the impact of the menopause on women firefighters.
- Embedded use of our bespoke Personal and Leadership Development Framework, which is based on a national tool produced by the National Fire Chiefs Council and enhanced for our own needs.
- Developed further virtual events for staff to continue learning whilst working remotely.
- Delivered and evaluated further cohorts of our leadership development programmes.
- Used our new succession planning tool to ensure wholtime firefighters who are considered ready to progress their careers within the next couple of years are supported with their development.
- Built a team of staff trained and accredited to be coaches to help others develop.
- Designed and began to implement a new two-year positive action workplan, to engage and build relationships with diverse communities to benefit both recruitment and community safety work.
- Adapted all recruitment and assessment processes where possible to be able to deliver them virtually, ensuring that promotion processes and recruitment of all roles could continue to be met throughout the pandemic.
- Reviewed our entry criteria for joining the wholtime service and implemented changes which we hope will help us to reach and attract a wider applicant pool.

- Agreed recommendations to change our approach to assessing readiness for promotion in the future.
- Began work to be able to offer work placements to young people via the Government Kickstart scheme.
- Completed the implementation of a new pay structure for professional support staff at management band level. This had been a key area of focus in the equal pay action plan developed following an equal pay audit in late 2018/19.

Our performance data can be seen on page 32.

CASE STUDY

The mental health and wellbeing of our staff was already high on our agenda before the pandemic struck.

Our IRMP (corporate plan) for 2020-2024 already included a commitment to develop and improve the ways in which we support the mental health of our staff. But when the full impact of Covid hit the country and we went into lockdown, never had the wellbeing of our staff been more important. On top of the normal challenges of life came working from home for some, coming into work in the midst of a highly transmissible virus for others, managing staff remotely, contending with working and home-schooling, concern for vulnerable family members, self-isolation and a whole list of other complication that caused added anxiety, stress and concern. We knew our people had to be at the centre of all decision making. We created a wellbeing hub on our intranet, allowing our staff easy access to trusted resources to support different wellbeing needs, such as financial and family wellbeing, as well as resources to support general good mental health. We added to this during the year as different events triggered a different focus such as bereavement and men's mental health.

The Chief Fire Officer wrote to every member of staff at their home address to stress our commitment to good mental health at work, and to provide written information about core wellbeing services, making it accessible to families as well as to colleagues who can't always easily access our intranet.

Chief Fire Officer Chris Strickland explained: "It's been a really tough year for us and providing people with information about where they can get additional support, and encouraging them to do so, has been really important. It's not just been the Covid impact affecting us this year, we had a particularly traumatic incident in December as well as the very sad deaths of three serving members of staff over the course of the year. We've made sure colleagues have been supported with each of these events, not just in the immediate aftermath but in the weeks that followed too.

"We have also carried on with the work which we started before the pandemic to challenge the stigma around poor mental health and we've supported individuals to share their own stories as part of this. It has been both humbling and heart-warming to hear how some of our colleagues have approached and overcome their own poor mental health, and to hear how others have been helped by the telling of their stories."

Our Wellbeing Strategy formally launched during the year and focuses on how we can support our people to build their positive mental health, to deal with the challenges in life that we will all inevitably face and ensure we have the right support in place when it is needed.

As part of this commitment, we commissioned the design and delivery of bespoke training for all managers. This goes beyond mental health awareness training with the additional benefits of equipping managers with the knowledge, skills and confidence to take action to

prevent, manage and support good mental health and wellbeing in their teams. We have also prepared to roll similar training out to all staff this year.

Towards the latter part of the year we worked with the mental wellbeing and awareness training provider to survey our staff in order to understand how the Covid pandemic may have affected employee engagement levels and to gain important data and information about staff's mental health and wellbeing levels and thoughts to help us further develop our work in this area and embed our strategy.

Taking this forward will be our new mental health and wellbeing advisor who we appointed at the end of the year to create more capacity and bring specialist expertise into the Service. We look forward to them starting with us and continuing our work in this vital area.

Chris concluded: "The mental health and wellbeing of our colleagues will continue to be a priority for us into the next year. As challenging as living and working through a pandemic has been, coming out the other side this next year we know may prove to be an even greater challenge for some, as we try and get back to a life that more resembles life before Covid. We also have some great feedback from staff through the survey we will explore further to improve how we support colleagues in areas that cause higher levels of stress, anxiety or poor mental health and we look forward to reporting back next year on what we have done."

Value for Money

Working with our managers and staff to ensure we deliver high quality, value for money services, including:

- Actively seeking collaborations
- Having effective and efficient working practices
- Continuously monitoring how we are performing, sharing what we do with others and taking best practice from others.

To achieve this in 2020/21 we have:

- Made good progress with the implementation of our new mobilising system – the system used by our combined fire control to alert crews and officers and dispatch fire engines when a 999 call comes in. The new infrastructure is in place for the secondary control room (our back up if our main control fails due to a power cut or other issue), the necessary equipment has been installed at all fire stations to alert crews, the new mobilising system has been through satisfactory testing and has now been delivered to the Service. We are now testing the new equipment and training will then begin.
- Continued to explore opportunities for collaboration with other blue light partners. Working with the police, this year has seen the introduction of drones across Bedfordshire, Cambridgeshire and Hertfordshire, providing resilience and a reduction in overall costs of this new piece of technology for us. See the case study below.
- Continued to automate data collection, removing paper-based processes including a new cloud-based process for recording sickness absence which included the collection of Covid sickness related data.
- Improved value for money in our software licencing, introducing Microsoft 365 to improve access to information from any location and to provide the ability to more easily collaborate and share information with partners.
- Provided laptops for staff who can work remotely to improve working conditions
- Provided video conferencing facilities at all premises to enable all staff to be fully engaged in virtual meetings.
- Worked with partner organisations in the local resilience forum to procure Covid related goods and services to consolidate buying power and reduce unit costs.

CASE STUDY:

New collaboration gives incident management a boost with eye in the sky technology

This year we partnered with police colleagues from three forces and invested in new equipment to assist crews and incident commanders respond to incidents with a bird's eye view of the scene.

In a unique collaboration with the Bedfordshire, Cambridgeshire and Hertfordshire Joint Protective Services (BCH JPS) police command, new drones have been introduced to the Service.

The drones will help incident commanders make decisions about the best way to deal with an incident by improving the ability to see and understand what is happening from above. This also helps to reduce risks to firefighters, the public and other emergency services colleagues. They will also assist with search and rescue incidents and for fire investigations. The Service has used drones at incidents previously, but they have been operated by the BCH JPS Operational Support Unit policing team. However, through the collaboration,

several of our own staff have received training on how to use them and have become licenced pilots.

Three drones have been introduced to the Service located at Huntingdon fire station on the incident command unit, and in Peterborough and Cambridge.

The drones are fitted with high-definition cameras for image photography and video recording, as well as a thermal imaging camera that can detect hot spots, fire spread and people. The footage can be live streamed through an app by our Fire Control, as well as on the incident ground via the incident command unit, to allow incident commanders to assess the incident quicker and easier than was previously possible.

The BCH JPS command team, who hold the Civil Aviation Authority permission to fly, have governance over our drone team and provide expert guidance to the Service.

Watch Commander Steve Peacock, who led the project for the Service, said: "The drones provide real benefits to us when responding to large scale incidents. The thermal imaging camera is able to quickly identify any heat sources and give incident commanders on the ground the information they need to deal with the incident safely, whether that's fighting a fire, or assisting with a search and rescue."

Area Commander for Operational Support, Wayne Swales, added: "It's really important to us that we invest in modern technology to improve our capability as a fire service.

Having aerial footage and a view of incidents we have never had before is a huge benefit to us. We will be able to deal with incidents more effectively and they will help us keep residents, our firefighters and other emergency service staff safer at incidents. They are a fantastic piece of equipment and the project demonstrates our commitment to collaboration across blue light services, while also ensuring best value for money."

Our performance data

We collect lots of data to help us understand how we are performing compared to previous years. Factors such as the weather or events such as the prolonged lockdowns we've experienced over the last year can greatly impact the number of fires and other emergencies we attend each year, and year on year numbers of incidents in each of the categories can fluctuate. We monitor our data carefully and report on it quarterly to seek to understand any underlying causes or factors that we are able to influence to reduce numbers or improve our service. Appreciating there will always be different factors that cause fluctuations year on year, we look at trends over a number of years as a better way of assessing our performance, aiming to achieve a downward trend in the number of incidents.

In our IRMP we set out the main performance areas we monitor that help us understand the progress we are making against the IRMP. Behind the scenes, we analyse much more data than this but these are the headline data sets.

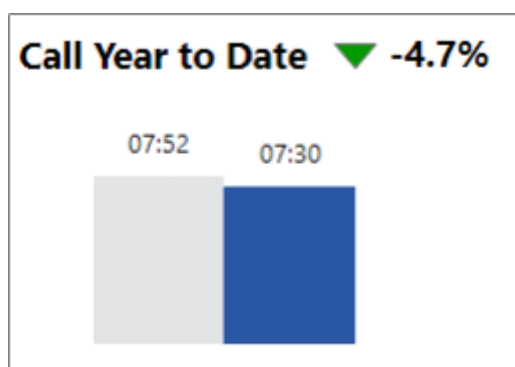
We have three performance measures relating to how long it takes our fire crews to get to an emergency. These are:

- We will respond to the most serious incidents within an average of nine minutes in urban areas and 12 minutes in rural areas, for the first fire engine in attendance.
- We will respond to all incidents in our authority area within 18 minutes for the first fire engine in attendance, 95% of the time.

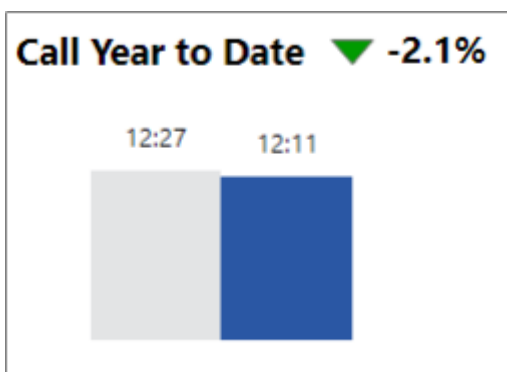
How we performed in 2020/21:

Our average attendance in urban areas was under nine minutes and in rural areas it was 11 seconds over the 12 minute target but 16 seconds quicker than the previous year. We achieved the first fire engine attending all incidents within 18 minutes on 95 per cent of the time, which is on target and an improvement on the previous year.

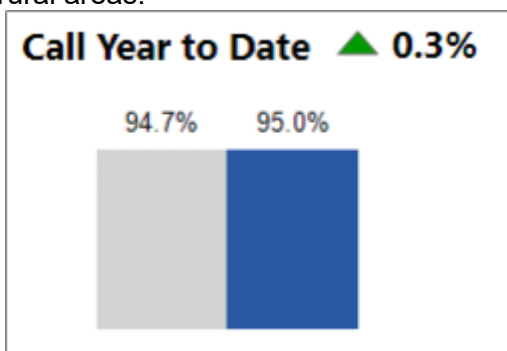
Our improvement in the rural measure this year we believe has largely been down to having more of our on-call fire engines available more of the time as many on-call firefighters were furloughed from their main employment during the height of the pandemic. We are looking at ways we can continue to improve performance in this area to meet our 12 minute target.



First fire engine to respond to the most serious incidents within an average of nine minutes in urban areas.



First fire engine to respond to the most serious incidents within an average of 12 minutes in rural areas.



First fire engine to respond to all incidents in our authority area within 18 minutes, 95 per cent of the time.

Monitoring the following areas also allows us to make effective decisions about how we target our resources and activities.

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

Although we compare to the previous year, we aim for a continual downward trend over five years as we know numbers will fluctuate year on year.

There were:

- 825 primary fires (most serious fires) compared to 919 the year before – a 10 per cent reduction.
- 868 secondary fires (outdoor fires, bin fires etc) compared to 1,033 the year before – a 16 per cent reduction.
- 5 fire related deaths over the past 12 months resulting from four separate incidents. Two incidents were accidental dwelling fires and two incidents were road traffic collisions from which fires started. There were 3 deaths from fire the year before.
- 43 injuries from fires (compared to 44 the year before) resulting from 36 separate incidents. 25 incidents were dwelling fires, five were non-residential premises, three were road vehicle fires, two were outdoor fires and one was a boat fire. In terms of severity, one person was sent to hospital with serious injury, 26 people were sent to hospital with slight injury, 12 people had first aid at the scene and four people had a check recommended.
- 304 killed or seriously injured in road traffic collisions which is down by 34 per cent from the previous year.

- 316 road traffic collision incidents which we attended. This is down on last year by 27% which is most likely down to the reduction in road journeys during the lockdown periods.
- 1,057 special service incidents we attended which is up from 1046 the previous year (1 per cent increase). These include things like water rescues, flooding, animal rescues, assisting other emergency services, removal of people from objects, corresponding calls, hazardous materials etc. Flooding incidents have been noticeably higher this year (158) compared to last year (88). We have also seen an increase in water rescues this year (33) compared to last year (24) due to spate flooding in December.

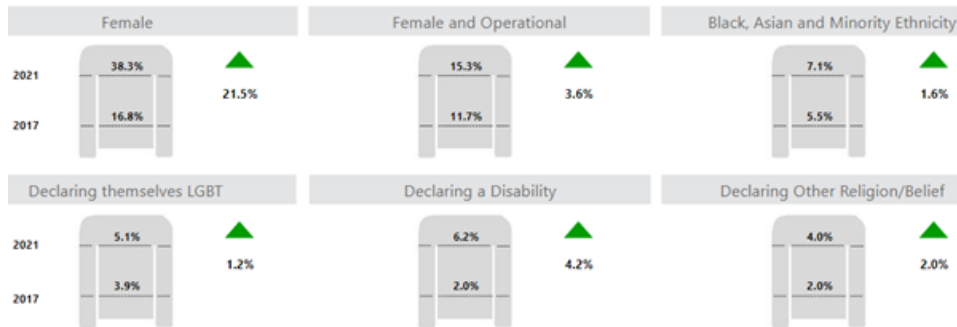
The numbers per head of population are shown in the table below for the last five years:

Category	Number per 100,000 population				
	2016/17	2017/18	2018/19	2019/20	2020/21
Primary Fires	118	115	113	107	96
Secondary Fires	112	121	146	121	101
Fire Deaths	0.24	0.24	0.35	0.35	0.58
Fire Injuries	6.66	4.84	8.91	5.14	5.02
Total Fires	237	243	265	232	201

One of our objectives in the IRMP for People Excellence is to attract a more diverse workforce that better reflects the communities we serve. To understand how we are doing in this area we monitor the diversity of job applicants and employees. The tables below show our progress. We know we have a lot more work to do in this area but it is encouraging that the graphs showing five year trends demonstrate an increase in all areas. Although some measures remain static this year, we continue to out-perform similar fire and rescue services to us, in terms of the proportion of female staff (including operational female staff) and BAME staff in our workforce. Here are the highlights:

Applicants:

- Positive increase in the number of women applying for jobs overall (248) and for operational roles specifically (51)
- Positive increase in BAME applicants at 7.1 per cent of total applicants (equivalent to 46 people)
- Positive increase in people declaring themselves lesbian, gay or bisexual at 5.1 per cent of total applicants (equivalent to 33 people)
- Positive increase in people declaring a disability at 6.2 per cent of total applicants (equivalent to 40 people)
- Positive increase in people declaring other religion or belief at 4 per cent (equivalent to 26 people).



Current workforce:

- Positive increase in females overall (175) and female operational staff (40)
- Positive increase in BAME staff at 3.4 per cent of total staff (equivalent to 26 people)
- Positive increase in people declaring themselves lesbian, gay or bisexual at 2.9 per cent of total staff (equivalent to 22 people)
- Slight decrease in people declaring a disability at 6.5 per cent of total staff (equivalent to 49 people) – this is based on 79 per cent of staff completing their personal details on our employee data system.
- Slight decrease in people declaring other religion or belief at 2.2 per cent of total staff (equivalent to 17 people).

	BAME Staff		Female Staff		Female Ops Managers	
Staff Group	2019/20	2020/21	2019/20	2020/21	2019/20	2020/21
Wholetime	2.9%	2.3%	7.0%	8.3%	2.8%	5.5%
On-Call	2.4%	3.2%	6.8%	7.2%	2.5%	2.4%
Control	2.4%	2.3%	83.3%	81.8%	-	-
Support	5.3%	5.5%	46.5%	49.3%	-	-

	Percentage of Total Staff				
Category	2016/17	2017/18	2018/19	2019/20	2020/21
Total BAME Staff	2.9%	3.3%	3.5%	3.3%	3.4%
Total Female Staff	20.2%	20.7%	21.4%	21.5%	23.1%
Total Female Ops Managers*	19.8%	20.6%	20.3%	21.1%	21.7%

* % of total
managers

Category	Number of Staff				
	2016/17	2017/18	2018/19	2019/20	2020/21
Total BAME Staff	19	22	24	24	26
Total Female Staff	133	139	147	156	175
Total Female Ops Managers	47	51	53	57	61

In our IRMP, we explain how we will be working to support businesses to ensure compliance with the Fire Safety Order and that we will monitor this through:

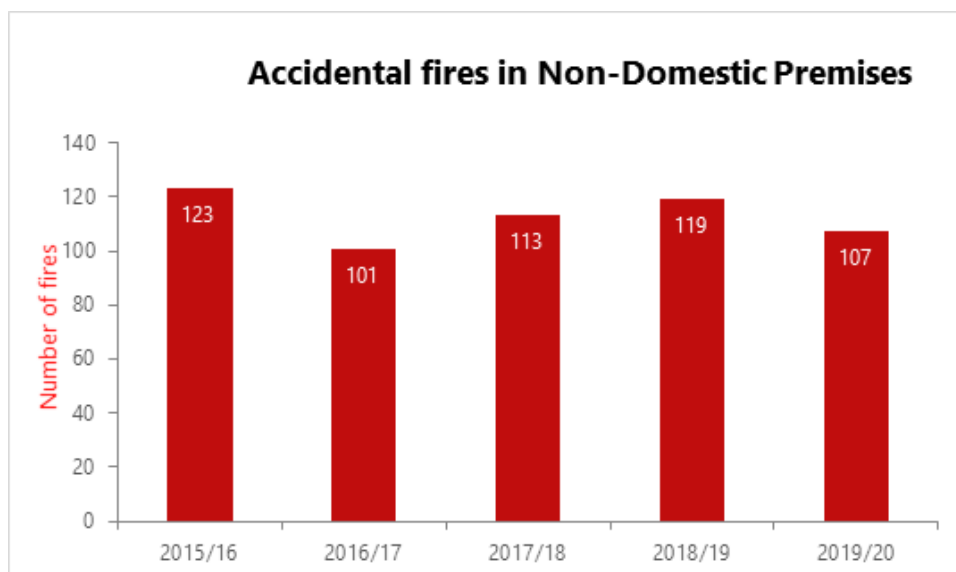
- The number of non-domestic fires
- The number of business engagements identified through our risk-based audit programme.

There were 160 non-domestic fires in 2020/21 compared to 159 in 2019/20. This figure is fairly static year on year with small fluctuations. Of the 160 non-domestic fires, 112 were accidental which is 3 per cent increase from 109 the previous year and 48 were deliberate compared to 50 the previous year.

The number of business engagements was severely impacted by the pandemic as many businesses such as shops, leisure facilities and restaurants were closed for much of the year and our crews focused on responding to incidents to minimise their contact with others to reduce the risk of transmission.

A 'business engagement' is where firefighters visit business premises to check compliance with fire safety legislation. We conducted 16 business engagements in 2020/21 compared to 825 in 2019/20. Through the pandemic, we revised some of our processes to make them more efficient ready for when we could start visit again and we also provided additional fire protection training to our firefighters.

We maintained business safety inspections to our highest risk premises though, changing our inspection method to desktop audits instead where required and managed to complete 655 inspections.



Additional performance data (compared to 2019/20)

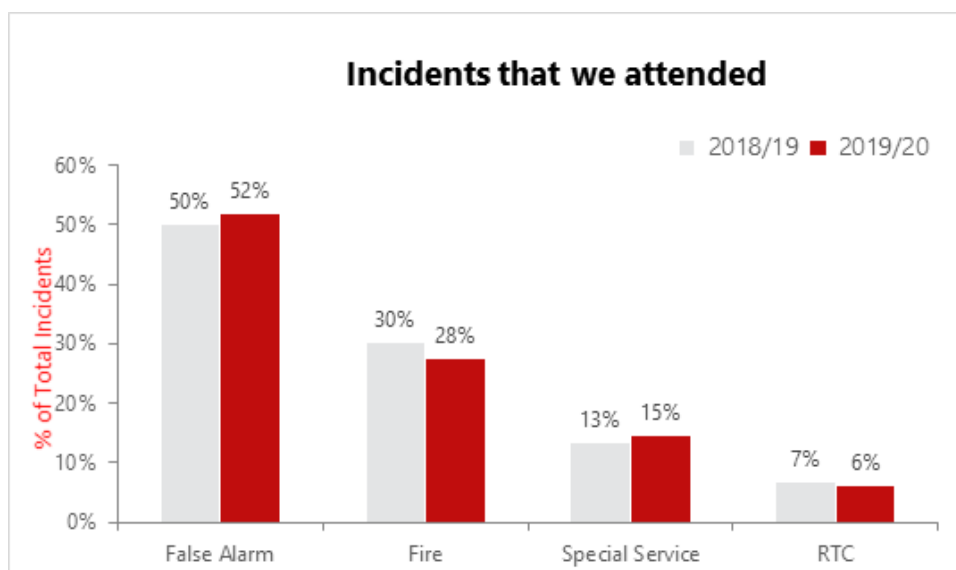
There are a number of other data sets we monitor carefully to understand how we are performing generally.

We attended 6,471 incidents in 2020/21, which is a decrease of 10 per cent on the previous year's 7,209 incidents.

Breakdown in the type of incidents we attend:

[Data table for updating graphs:](#)

Incident Type	% of total incidents	
	2019/20	2020/21
False Alarm	52%	52%
Fire	28%	27%
Special Service	6%	5%
RTC	15%	16%



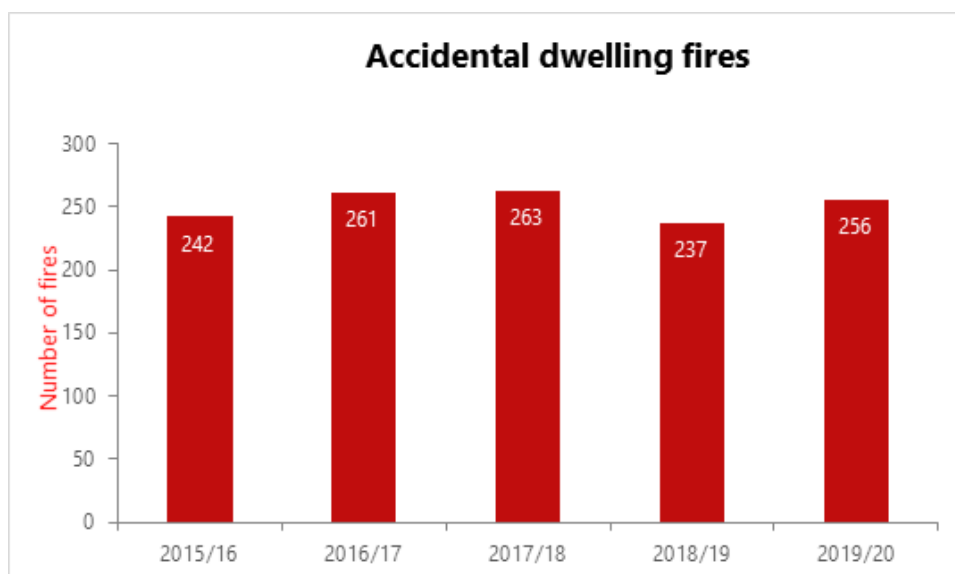
There was a 3 per cent reduction in accidental house fires from 256 to 249. There was a potential for us to see an increase in accidental house fires last year with people being at home for a greater amount of time due to lockdowns so this is a positive reduction.

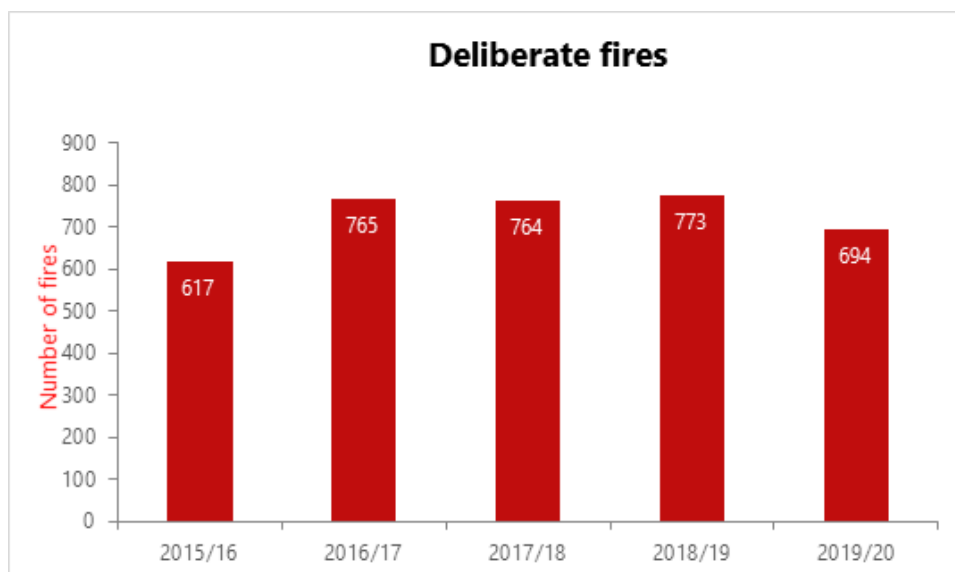
There was a 16 per cent increase in false automatic fire alarm calls affecting business premises (from 1,450 to 1,233). This may be because more premises were unoccupied for longer during lockdowns.

The number of deliberate fires reduced by 32 per cent from 694 to 470. Of the total deliberate fires, 203 or 43 per cent were fires in the open. Again, we believe this significant reduction is down to the lockdowns over the last year.

Data for the charts below:

Category	2016/17	2017/18	2018/19	2019/20	2020/21
Accidental dwelling fires	261	263	237	256	249
Deliberate fires	765	764	773	694	470





To monitor our Value for Money objectives to ensure we are delivering a cost effective service we set out in the IRMP that we will look at:

- Our collaborations and the benefits that these bring to us, our partners and to our communities.
- Savings that we achieve through improving our business practices. These may be financial savings and/or more efficient ways of working.

We collate details of all our collaborations on our collaboration register and monitor the benefits that these are delivering whether to the Service, to the community or to our partners.

Savings made throughout the year are monitored and recorded on our savings register. We are also required to submit returns to the Home Office on these. We log savings made through contracting and collaborations.

OUR COVID YEAR IN NUMBERS

Will be designed as an infographic

- Driver training trained 24 EEAST drivers
- Checked on approx 350 of our most vulnerable residents, supporting the central county community hub who were knocking on the doors of those shielding
- 12 staff were trained to drive ambulances
- 3 of our on-call firefighters have since signed bank contracts to support EEAST further and 2 are going through the EEAST apprenticeship programme to become technicians.
- 6 members of staff trained to deliver face mask fitting at Addenbrookes.
- 22,500 lateral flow tests were purchased to allow operational and key staff to test regularly before coming into the workplace.
- 158 staff volunteered to help at vaccination centres and have completed 4,540 hours between them.

To help provide partner agencies in the Local Resilience Forum with personal protective equipment, and for use by our own staff, we purchased in excess of:

Item	
Nitrile Gloves	1,500 boxes (150,000 individual gloves)
Polycarb Faceshields	1,100
FFP2 Masks	800
FFP3 Masks	45,000
Type IIR	180,000
Infection Control Aprons	2,000
Hand Sanitiser (in various sizes)	1,650 Litres

8. Equality and Inclusion

We are committed to continuous improvement of equality and inclusion in both our service delivery and within the workplace.

To do this, and in compliance with our public service equality duty, we set ourselves objectives in our Equality Strategy 2018-20 that detail what we are going to do to achieve improved equality outcomes for our communities and staff. The full strategy can be found on our website: https://www.cambsfire.gov.uk/media/2299/edi_strategy_and_priorities_2018_-_20_.pdf

Our objectives have been to:

- Improve attendance of all communities in Cambridgeshire at fire safety business seminars
- Reduce the risk of domestic fires by increasing Safe and Well visits to the most vulnerable, including those who may find it difficult to access visits
- Improve confidence and skills of operational, community safety and fire safety staff in engaging with different communities
- Improve gender diversity among operational and control staff and BAME diversity among all staff
- Ensure decision making in selection, training, development and promotion is as equitable as possible
- Improve wellbeing and retention of staff in under-represented groups
- Deliver the RESPECT action plan to improve the reporting and management of inappropriate, bullying or harassing behaviours and reduce the incidents of observed or experienced bullying or harassment
- Take action to understand and reduce our gender pay gap
- Ensure staff have skills and knowledge to achieve and value a diverse workforce
- Ensure leaders at all levels can demonstrate due regard to equality, diversity and inclusion in decision making and with when management staff.

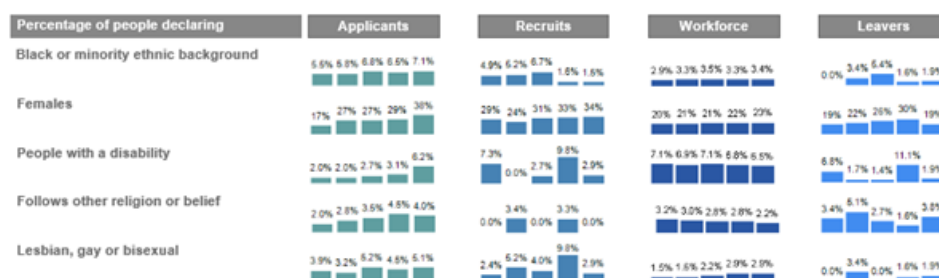
Highlights of our achievements last year:

- Our positive action officers worked hard to maintain relationships and contact with diverse community groups throughout the pandemic, through virtual engagement opportunities. They also continued to explore and build new relationships.
- The number of diverse applicants applying for roles across the Service has seen a year on year increase in most areas (see data below). However, we know we still have room for significant improvement in some areas. Therefore, we developed and agreed a new two-year positive action plan during this period, to enable us to continue to focus our efforts in this important area.
- We continued to deliver training and informal awareness sessions for managers and all staff on inclusion topics, such as inclusive leadership and making fair and inclusive decisions.
- We ran informal conversation sessions with teams to explore the principle of 'getting serious about inclusion'. These were all delivered virtually due to the pandemic.
- We began a programme of engagement with teams across the organisation to highlight everyone's personal responsibility and accountability for embedding our RESPECT principles.
- Our gender pay gap has reduced this year, from 12 pence in the pound last year to 9.8 pence in the pound this year. It is, in fact, the lowest gap seen since reporting started in 2017. We believe that this is the result of more promotions of our female operational staff and the impact of the increased contractual maternity pay that we

introduced last year. The gap in mean bonus payments is also considerably reduced, from 9.94% last year to 1.49% this year. Again, this is the smallest gap since reporting began.

- This year we completed the implementation of a new pay and grading structure for our professional support management band staff. This work had started last year and was the key recommendation from our equal pay audit conducted in 2019.
- The number of women operational staff increased to 40 (7.8% of operational staff, an increase of 1% from last year). We have also seen an increase in women operational managers, up from 2.7% to 4.1% year on year. We have 175 women staff overall, which means the overall proportion of women in the Service has increased from 21.3% last year to 23.1% this year.
- The number of men in our combined fire control stands at 18.2%, an increase of 1.5% from last year. We continue to seek to improve the gender diversity of our Combined Fire Control as in all areas of the Service.
- We have seen the number of requests for dyslexia assessments continue to increase in the last year. We have also formed a neurodiversity working group and appointed a neurodiversity inclusion ambassador, to be able to better support and explore issues that matter to our neurodivergent colleagues.
- We engaged with an independent specialist provider to hold structured listening sessions with staff about the death of George Floyd and the Black Lives Matter movement. This included sessions held specifically with our BAME staff and our senior leadership team.

Data as at 31.03.2021:



We collect and review each quarter equality data about our workforce, those applying for all job vacancies and staff leaving the organisation. Highlights of the data for the last financial year show that:

- BAME applicants and disabled applicants are up year-on year across operational roles and support
- Female applicants are up in all areas year on year which is welcomed in all areas except Control where men are the under-represented group
- Applicants declaring other religion or belief are up for support, down slightly for operational staff and down significantly for Control, giving a slight overall decline year on year
- LGBT applicants are up in all areas where we recruited, including notably for operational roles.

See our performance section on 32 for further information.

9. Partnerships and collaborations

We recognise that we are better able to achieve our aims and objectives across all areas of the Service by collaborating and working in partnership with other agencies with similar aims and goals – these include other emergency services and public sector organisations, charities, voluntary groups and other fire and rescue services.

Not only does this improve the service we each deliver but in tough economic times it makes financial sense to remove duplication and share resources.

Partnership working is embedded across the Service in all departments from how we investigate fires and drive down arson and road traffic collisions, to planning for big events and dealing with disasters and day to day incidents.

We have many active collaborations ongoing across the Service. A complete list of these is available on our website. Some of them save us money, others help provide resilience or bring additional benefits we wouldn't otherwise have been able to achieve. Other collaborations may cost us more but may have additional benefits to us or to the wider community which makes it a worthwhile investment.

Examples of some of our collaborations are:

Combined Fire Control with Suffolk Fire and Rescue Service

This year saw the ninth anniversary of our Combined Fire Control. Working in partnership with Suffolk Fire and Rescue Service, we became the first fire and rescue service to prove that the concept of combined control room works. All 999 calls for both Suffolk and Cambridgeshire are answered by control operators based at our headquarters in Huntingdon and operators mobilise fire engines and resources for both fire and rescue services. Through this agreement, each service saves approximately £400k each year.

Mutual Aid Agreements

The Fire Authority has mutual aid agreements with each of the seven neighbouring fire and rescue services whereby:

- In the event of a significant emergency, Cambridgeshire and Peterborough Fire Authority can request additional resources from a neighbouring fire authority.
- Should the location of an emergency be closer to a fire engine from a neighbouring authority, a request will be made for that fire engine to attend the incident.
- Specialist equipment and trained personnel can also be requested from other fire and rescue services to attend significant emergencies in Cambridgeshire and Peterborough.

In the event of a national emergency elsewhere in the country, Cambridgeshire and Peterborough Fire Authority has a high volume pump, to support a large scale flooding incident, that can be deployed to assist those in need. We also jointly manage a third vehicle, which is the Eastern Region's Detection, Identification and Monitoring (DIM) vehicle which provides a 24/7 response capability for deployment in the early stages of a major incident involving chemical, biological, radiological or nuclear materials. This vehicle is operated by Essex Fire and Rescue Service but the specialist officers who run the equipment come from both Cambridgeshire and Essex fire services.

Cambridgeshire and Peterborough Local Resilience Forum (LRF)

Local Resilience Forums aim to plan and prepare for localised incidents and catastrophic emergencies. They work to identify potential risks and produce emergency plans to either prevent or mitigate the impact of any incident on their local communities. Our senior managers are actively engaged in the Cambridgeshire and Peterborough Local Resilience Forum which is chaired by our chief fire officer. The Service has fully supported and participated in the development of an agreed risk profile for the local area through the community risk register, in partnership with police and ambulance services, local authorities, NHS England, Public Health England, the Environment Agency and the military.

The LRF has worked tirelessly over the last year to coordinate the strategic and tactical response to the pandemic to ensure a coordinated effort by all partners. We were instrumental in procuring PPE for staff in many of the services utilising our existing network of suppliers and proactively finding others where necessary, to fulfil demand.

Shared ICT Service with Bedfordshire Fire and Rescue Service

Our ICT Shared Service provides ICT support to both Cambridgeshire and Bedfordshire fire and rescue services. The shared service brought together staff from both services' ICT teams, who started working as one team from July 2013, to bring resilience and improved ways of working to both services.

NHS Blood and Transfusions

We offer our fire stations for free to NHS Blood and Transfusions to run blood donation sessions. This saves them money not having to hire other venues in some areas of the county and we promote our home safety services and fire prevention advice to waiting donors.

Cambridge Water Safety Partnership

Cambridgeshire Water Safety Partnership was established in December 2018, initially funded by us and Office of the Police and Crime Commissioner (OPCC). The partnership has been set up with the vision of reducing all preventable water related deaths and injuries through education, training and engagement. Other partners include Peterborough City Council, Cambridge City Council, Conservators of the River Cam, Great Ouse Boating Association, Beds, Cambs and Herts Joint Protective Services, East of England Ambulance Service, MAGPAS Air Ambulance, Environment Agency, the Royal National Lifeboat Institution (RNLI), the Royal Life Saving Society (RLSS), and the Samaritans.

10. Financial performance and governance

Ensuring we have an efficient service that offers value for money, underpins everything we do. Although the pressures on our budget through a continued reduction in government grant since 2010 have been felt across the Service, with innovative thinking and more collaborative working, as well as the support from our communities and staff, we have managed to find the necessary savings each year to ensure a balanced budget.

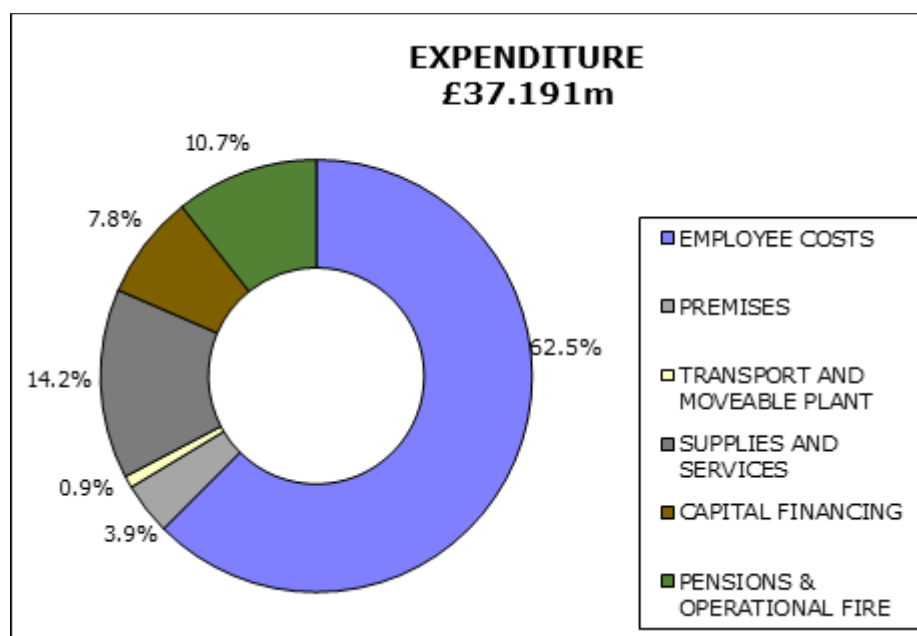
It gets tougher each time we need to find savings as we are now a lean organisation and have been recognised as an effective and efficient Service by HMICFRS. Any future budget cuts are likely to be felt hard.

Where our money comes from and how much we spent

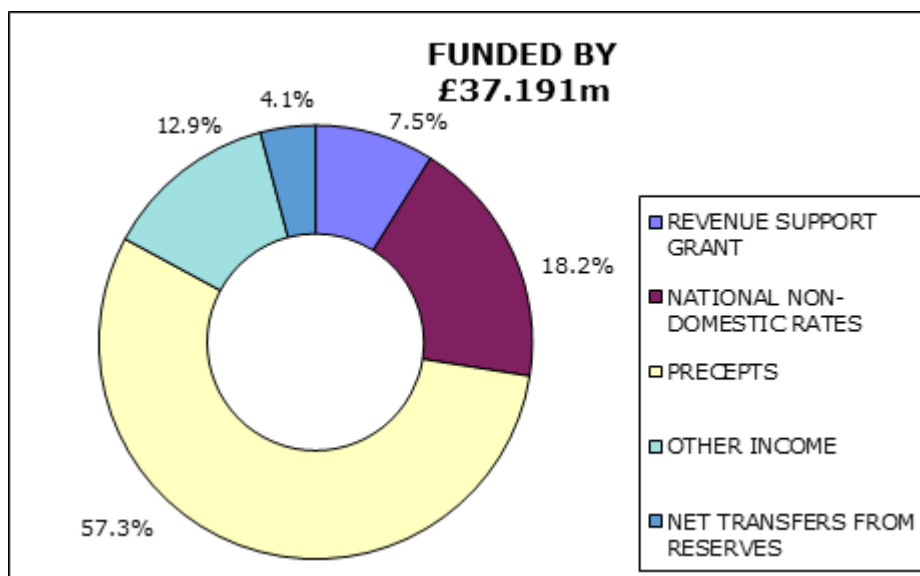
The Fire Authority's total net expenditure was £32.387m. This is made up of £37.191m (expenditure) less £4.804m (other income). £20,547,000 was collected from council tax payers. This amounted to £72.09 a year for a Band D council tax household which equates to £1.39 a week – the price of a four pint carton of milk.

The following charts show where the monies we received came from and how we spent it.

Expenditure and income charts



Income



Summary Financial Table

Description	Revised budget £000's	Actual to date £000's	Variance £000's	Variance %
Full time firefighters	12,852	13,409	557	4.33%
Control room staff	1,641	1,678	37	2.25%
Local government employees	3,850	3,412	-438	-11.38%
Senior management	3,096	3,386	290	9.36%
Recruitment and training	699	641	-58	-8.30%
Fire allowances	644	712	68	10.55%
EMPLOYEE COSTS	22,782	23,238	456	2.00%
Property maintenance	412	364	-48	-11.66%
Insurance	65	51	-14	-23.08%
Energy costs	320	278	-42	-13.13%
Cleaning	167	112	-55	-32.93%
Rents and rates	729	641	-88	-12.08%
PREMISES	1,693	1,446	-247	14.59%
Car & cycle allowances	69	61	-8	-11.60%
Vehicle running expenses	173	147	-26	-15.03%
Vehicle insurance	162	143	-19	-11.73%

TRANSPORT AND MOVEABLE PLANT	404	351	-53	13.12%
Office expenses	321	227	-94	-29.29%
IT and communications equipment	2,070	2,530	460	22.22%
Fire equipment	272	292	20	7.35%
Uniforms and clothing	394	303	-91	-23.10%
Other supplies and services	1,288	1,929	641	49.76%
SUPPLIES AND SERVICES	4,345	5,281	936	21.54%
Debt charges	1,619	2,894	1,275	78.75%
External interest	-90	-37	53	-58.89%
CAPITAL FINANCING	1,529	2,857	1,328	86.85%
CONTROLLABLE EXPENDITURE	30,753	33,173	2,420	7.86%
Other income	-1,351	-1,986	-635	47.00%
Other Government grants	-1,539	-2,781	-1,242	80.70%
CONTROLLABLE INCOME	-2,890	-4,767	-1,877	64.94%
NET CONTROLLABLE EXPENDITURE	27,863	28,406	543	1.94%
Pensions - injury awards	647	778	131	20.24%
Operational fire budget	3,192	3,203	11	0.34%
SAFETY-NETTED EXPENDITURE	3,839	3,981	142	3.69%
NET EXPENDITURE	31,702	32,387	685	2.16%
Grant/precept income	-30,420	-30,855	-435	
Transfers to/from earmarked reserves	-1,282	-1,622	-340	
CONTRIBUTIONS	-31,702	-32,477	-775	
CONTRIBUTION TO GENERAL RESERVE	-0	-90	-90	

Key budget points

- Uncommitted money that was underspent has been used to help finance capital spending and reduce our borrowing requirement

What we own

Our assets include (as of March 2021):

Buildings

Fire headquarters and operational buildings	29
Staff houses	5
Total	34

Vehicles and Plant

Fire engines (incl rescue pumps)	35
Aerial appliances	4*
Rescue vehicles	2
Other special appliances	6
Reserve and training appliances	8
Other vehicles	115
Total	170

*We purchased two new turntable ladder aerial appliances which replaced the existing Multistar aerial appliances. The Multistars have now been sold but these figures were at end of financial year 2020/2021).

Capital Spending

During the year the Authority:

- Purchased 22 new silver fleet vehicles and completed the construction of two new aerial appliances totalling £1,640k
- Undertook equipment and IT projects totalling £202k
- Carried out building works totalling £2,126k which included the purchase of land for a new fire station and training centre in Huntingdon
- Carried out work on ICT assets under construction totalling £1,417k. This includes costs associated with a new mobilising system for our Combined Fire Control.

Financial governance

Each year we publish sets of accounts for public consumption. These documents explain our financial performance over a given financial year which always runs from April 1 to March 31. Recent versions of these documents are available on our website.

External audit (UPDATE IF 2020/21 CONCLUSION IS AVAILABLE AT DESIGN)

The Fire Authority has external auditors appointed by central government to assess its financial standing. The Authority's appointed auditor, BDO LLP, undertakes an annual audit of the financial standing of the Fire Authority. The auditors are required, under the Code of Audit Practice, to highlight all issues of significance arising from an audit, in the form of an annual audit letter.

The independent auditor's report to members of Cambridgeshire and Peterborough Fire Authority for 2020/21 concluded that:

'On the basis of our work, having regard to the guidance on the specified criterion published by the National Audit Office in November 2017, we are satisfied that, in all significant respects, the Authority put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2019'.

Governance matters (UPDATE AT DESIGN STAGE IF 2020/21 STATEMENT IS RECEIVED)

Cambridgeshire and Peterborough Fire Authority also has arrangements with an external auditor to audit the governance arrangements of the Authority. The Authority undertakes an annual assessment of the governance arrangements using the principles of the Chartered Institute of Public Finance and Accountancy (CIPFA)/Society of Local Authority Chief Executives (SOLACE) framework 'Delivering Good Governance in Local Government'. The external auditor also undertakes their assessment of compliance against these standards.

The 2019/20 annual governance statement of the Authority can be accessed on our website. The external auditor's opinion confirmed assurance in the governance arrangements.

Internal audit

The Fire Authority also appoints internal auditors to ensure their internal systems of control are appropriate. Reports and recommendations arising from these audits are taken to the Fire Authority Overview and Scrutiny Committee before being presented to full Fire Authority for consideration and approval.

Financial transparency

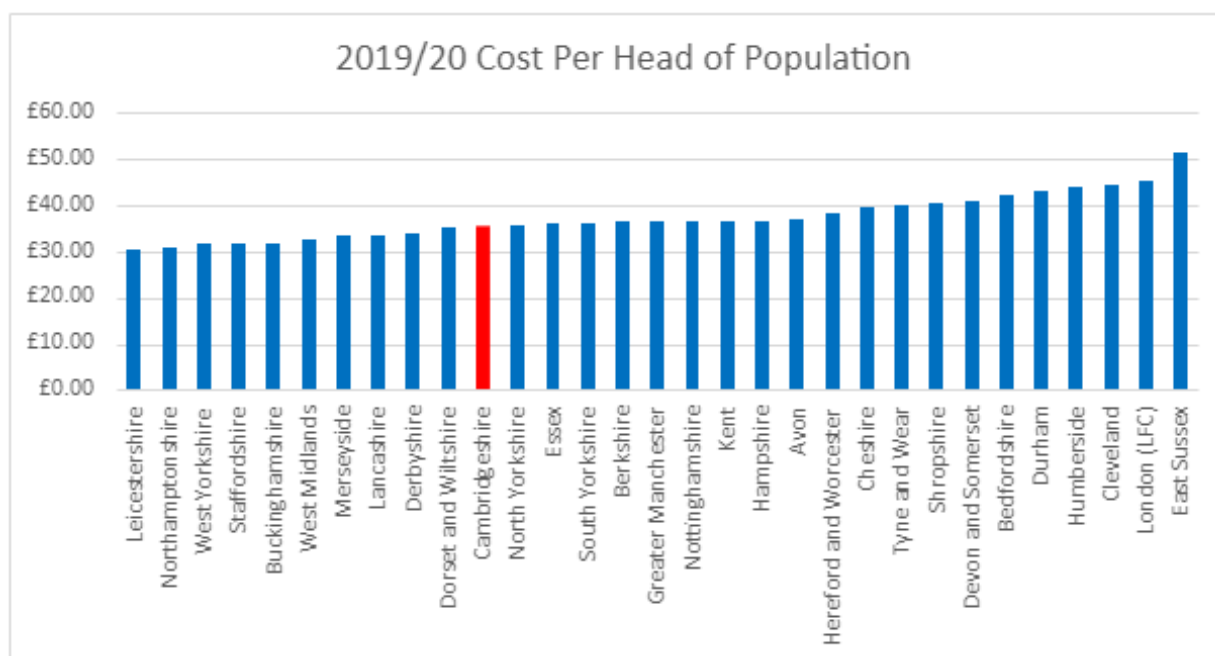
The Local Government Transparency Code 2015 is a tool to embed transparency in local authorities, which includes fire and rescue authorities and sets out the minimum data that local authorities should be publishing, the frequency it should be published and how it should be published. To streamline and simplify access to this information, our website includes a specific Transparency Code section - a link for which can be found in the footer of each webpage.

11. How we compare nationally on value for money

All public bodies must now make difficult decisions about priorities and find more efficient and innovative ways of delivering their responsibilities.

In our 2018 HMICFRS inspection, we were awarded 'Good' in the Value for Money assessment. Having been inspected again in April 2021, we are awaiting our most recent outcome.

The graph below shows the 2019/20 (most recent available) cost per head per population for 27 fire and rescue services in England, using Chartered Institute of Public Finance and Accounting (CIPFA) data. We are shown in the lower half (however not all fire and rescue services are included in the figures).



12. Our HMICFRS inspection results

In October 2020, HMICFRS carried out a specific inspection of every fire and rescue service to understand how it had responded to the pandemic. Our assessment was very positive and the additional responsibilities our staff undertook to support partners such as ambulance driving and driver training, fitting face masks and visiting those shielding was recognised and applauded.

Our full Covid response report can be found online [add link]

Having had our first HMICFRS inspection in 2018, we were due to receive our second inspection in April 2020 but due to Covid this was postponed until April 2021. The outcome will not be published until the end of 2021.

Our first inspection was in the summer of 2018, when HMICFRS inspected our Service to assess how effective and efficient we are in our activities to prevent, protect the public against and respond to fires and other emergencies. They also assessed us on how well we look after the people who work for us.

All fire and rescue services were inspected over an 18-month period and the outcomes were published. Our Service compared extremely well and came in the top four fire and rescue services in the country, based on being only one of four to get either good or outstanding in not only the three key areas of assessment, but also across the 11 supporting areas.

The three main areas they looked at were:

- How **effective** are we at keeping people safe and secure from fire and other risks?
- How **efficient** are we at keeping people safe and secure from fire and other risks?
- How well do we look after our **people**?

There are four possible outcomes in the judgement criteria:

- Outstanding
- Good (this is where the HMICFRS expect every service to be)
- Requires Improvement
- Inadequate (serious or critical failings in policy, practice or performance).

13. Planning and future priorities

Our new Integrated Risk Management Plan (IRMP) provides full details of how we plan for the future, how we set our priorities and what those priorities are until 2024.

The draft IRMP went out for public consultation at the end of 2019 and was presented to the Fire Authority in March 2020 for final agreement. We began the action plan to deliver the first year of the IRMP in April 2020.

This annual report looks back on our progress against the action plan for the first year of the new IRMP.

The full [2020-2024 IRMP](#) is available to view on our website.

INSERT IMAGE OF FRONT PAGE OF IRMP

14. Letters of appreciation

Each week we get letters, cards and posts on our social media sites thanking our staff for the many great things they do including attending incidents and events, visiting homes to provide safety advice and delivering awareness sessions.

Our staff appreciate every letter, card and comment they receive and it is always heartwarming to see the difference our staff and the service we provide makes to people.

Here is a small selection of some we have received this year.

I just want to a very big thank you to your Community Safety Officer who came and sorted my smoke alarm, when it was carbon monoxide that was the problem. I had it going off for over a month and my housing association wouldn't help. He came and sorted it out and I can't thank him enough for that as I've had no sleep these last weeks, what a hero. Big thank you.

Resident in Cambridge

I had need for Cambridgeshire Fire and Rescue Service today and even under the current situation and pressure they were amazing. All my neighbours applauded as they left too. Thank you so much for saving my home.

Resident in Wisbech

I wanted to send a personal message of thanks to the Huntingdon Fire Station for their display on the 23rd April 2020.

I am originally from Ramsey yet work in London and have done for six years now and I was on my way home on Thursday and heard on Heart radio about the clap about to start at 8 o'clock. I hadn't since this started managed to even stand out and see or take part in one because of shift work and running over my hours due to the current times and through working two hours away. So I pulled over near the junction and watched Huntingdon Fire Station come out and put on a display.

To see the public come out around me from their homes and to watch them and cheer, clap and want to make that bit of effort was so heart-warming and lovely to see. To be honest, that day I had done multiple back to back Covid 19 calls and unfortunately most didn't even make it, so to pull over, stand a minute very tired and quite emotional already, to watch this station make such an effort and encouraged the public to support was so appreciated.

But I'd also like to thank the one firefighter (who I don't know his name or who he was) but who spotted me standing across the junction and turned to me and clapped towards me. After the day I'd had it bought a lump in my throat and tears to my eyes because times are extremely hard at the moment and I'm so grateful for how the emergency services are pulling together, supporting each other and really stepping up during these tough times.

So please pass on my thanks and appreciation to the station for boosting moral and getting the public out and to the individual firefighter for even noticing me stood there, you brought a tear to my eye but made me a very happy paramedic to work alongside you all.

Resident in Ramsey and paramedic

One of the paramedics that came to my house yesterday afternoon was a firefighter. He said that nine firefighters have been assigned to help the ambulance service in Cambridge as they're really busy and needed more ambulances. They're mainly being used to drive and the other person is the actual paramedic. Good on firefighters for stepping up to help the ambulance service and people like me. Thanks to these firefighters we have more ambulances on the road. The firefighter who was partnered with the paramedic yesterday was brilliant at treating me and rushing me to hospital and I didn't even suspect he wasn't a paramedic he was that good!

Resident in Cambridge

We just wanted to take a moment to thank you for coming to the Emergency Department to clap with us for key workers. Businesses, public services and the public's generosity and kindness have meant so much to us during these challenging times. Our staff really appreciated it, just what we needed to keep us going during a busy shift. Thank you for your dedication and hard work.

Emergency Care staff, Cambridge

We want to say a massive thank you to the crews that attended the house fire in Chatteris last night. They did a great job in getting the fire under control. Prevented it spreading into our home. We clap for you.

Resident in Chatteris

Thank you more than we can say to @cambsfrs for such a speedy response today to put out our neighbour's tree. Young children and their mum living in that house, as well as houses both sides, eternally grateful. Could have been so much worse, so quickly! What heroes!

Resident in Cambridge

Just wanted to send you an email to say how much we, the families and residents of Peterborough, appreciate the hard work it took to control the gas fire last night/early this morning. You actually saved our homes and lives. When we were evacuated from our house we honestly thought that we would be coming back to a disaster or at the worst, no houses to come back to at all. We thought that the fire would travel down the trees and take out all of the fences.

We were kept informed through the early hours by police and residents that had been taken to the Cresset and looked after by the Red Cross, again, amazing people. When we got back to our home we were amazed to see that everything was OK and there was no damaged to any of the properties that were so very close to the fire. Incredible!

You are all so fantastic and thank you from the bottom of our hearts. It could have been a lot worse and we will not forget the passion and hard work you all give to keep us safe.

Resident in Peterborough

A huge thanks to the guys from Huntingdon Fire Station for saving our chocolate Labrador when he got into difficulty a lake. We are forever in your debt.

Resident in Huntingdon

Hi, just want to say a huge thank you to your crew for coming out today after a gas meter was hit by a car and gas was escaping at a very dangerous level. They evacuated us so fast and they helped make our home safe again. We really are blessed to have such amazing emergency services.

Resident in St Neots

Dear St Neots Firefighters,

We wanted to send you this card to say how much we appreciate all your hard work. The bravery, strength and courage you showed on Thursday was exemplary and we cannot thank you enough for all you did!

I hope that in this Christmas season you can find some time to rest and celebrate with your loved ones.

From the bottom of our hearts we also want to say a big thank you to the team that came around on Saturday to provide community support. These events have been shocking and heart breaking for all the neighbours but we've got many children in this estate and this has had an even bigger impact. They were left saddened, confused and scared.

The reassuring words you gave my two children on Saturday, the tour of the fire engine and the escape plans you provided made such a difference.

You gave them the answers that we didn't have. You made them know they were safe. After days of struggling to go to sleep and nightmares, on Saturday they were finally able to relax and settle through the night.

My four year old firefighter obsessed son had his firefighter costume back on and him and his sister played firefighters and re-enacted their escape routes. You don't know how much this means to us. Keep up the hard work, we truly appreciate it.

Resident of St Neots

On behalf of the residents of Alconbury can I pass on their thanks to all the crews for their tireless work making sure that everyone was safe over the course of yesterday and today.

Please pass on my best wishes to the crews, another example of Cambridgeshire Fire Service providing excellent service to its residents.

Resident in Alconbury

Can you pass on that as someone who lives in Earith can I just say thanks again for pumping out our village. I can see from our house that crews have now returned to check the houses opposite that were flooded. Diabolical conditions last night.

Resident in Earith

I would just like to say from the bottom of my heart the biggest thank you to all the crews who attended the fire at the industrial estate. The 100% team effort and bravery of everyone we will be eternally grateful for.

Resident/business owner in Ramsey

15. Tell us what you think

We would very much welcome any comments you may have about this document to help us improve the way we report back to you on what we have done and what we plan to do. We would be very grateful if you could take the time to provide us with any comments and send them to us at the address below. Alternatively you can share your thoughts via email at feedback@cambsfire.gov.uk, via our website www.cambsfire.gov.uk through the 'contact us' section, or post a message on our Facebook or Twitter pages.

If you require a response, please don't forget to include details of how we can contact you.

Thank you for your time.

Please write to:
Fire HQ
Hinchingsbrooke Cottage
Brampton Road
Huntingdon
Cambs
PE29 2NA

To: Cambridgeshire and Peterborough Fire Authority

From: Deputy Chief Executive Officer - Matthew Warren

Presenting officer: Deputy Chief Executive Officer - Matthew Warren

Telephone: 01480 444575
matthew.warren@cambsfire.gov.uk

Date: 4 November 2021

Firefighter Pensions Update

1. Purpose

- 1.1 The purpose of this report is to provide the Fire Authority with the latest position relating to immediate detriment and the Firefighters Pension Scheme (FPS) and a change to the recommended position.

2. Recommendations

- 2.1 The Authority is requested to:

- 2.1.1 note the latest position with regards to immediate detriment,
- 2.1.2 approve the Fire and Rescue Authorities (FRA) Scheme Managers revised approach to immediate detriment (Paragraph 4.9).

3. Risk Assessment

- 3.1 Economic – the potential liability associated with paying pensions ahead of the actual remedy being known could result in a financial liability for the Authority.
- 3.2 Legal – it is not clear whether an FRA can rely upon the Home Office guidance as a basis on which to make payments to certain members during the remedy period.

4. Background

- 4.1 Following the Court of Appeal judgment in 2018 (Sargeant), an interim order was made by the Employment Tribunal on 18 December 2019 which provided members of the FPS (who had brought claims) entitlement to be treated as if they remained in the FPS 1992, as long as they were in the scheme at 31 March 2012 and 31 March 2015.

- 4.2 In January 2020, the Government position with regard to the judgment was that all entitlements, including immediate ones, should proceed under the 2015 scheme rules. This included those that were due to taper into the 2015 scheme and those due to retire.
- 4.3 In August 2020, the Home Office issued a note to FRAs with regard to immediate detriment. The note is labelled as informal guidance and highlighted that the issues raised within it are still subject to ongoing litigation and the UK Government consultation. The note was issued at the request of the Fire Brigades Union.
- 4.4 Whilst the note does provide a useful update from the previous Government position communicated in January 2020, a number of questions (below) remain for each FRA that were detailed in the LGA Immediate Detriment note issued in October 2020.
- What the position is for FRAs if members make decisions without all the correct information, such as pension tax relief.
 - How auditors might treat such payments under legacy terms and on what basis an FRA can rely on the guidance to satisfy an auditor.
 - What risk the member accepts by having benefits paid out before the consultation has concluded, although the note does state that **all** cases will need to be revisited once the remedy is finalised.
- 4.5 Further to the guidance, legal advice was sought by the LGA. The legal opinion, which is subject to legal privilege, didn't provide the necessary reassurance needed for the Authority to proceed with all cases.
- 4.6 Further to this, the LGA and FBU have been working to collectively agree a position that would enable FRAs to process immediate detriment cases. A position has now been agreed between the two in the form of a memorandum of understanding (MOU), attached at Appendix 1.
- 4.7 The key principles outlined within the MOU are;
- 4.7.1 the framework will apply until the remedying legislation comes into force at which time FRAs will apply the legislation,
- 4.7.2 all those that qualify should be treated under their legacy scheme,
- 4.7.3 agreement that further adjustment maybe required after the remedying legislation is enacted.
- 4.8 Whilst the agreement doesn't provide the detail required to accurately process all immediate detriment cases, it does provide FRAs with reassurance that these cases can be processed with minimal risk of legal challenge. It also offers acceptance from all sides that further work will be required to fully resolve these cases when the remedying legislation in enacted.

- 4.9 Given the goodwill shown within the agreement, it is now recommended to the Authority that the Service, through its Pension Administrator, begin to process the immediate detriment cases in accordance with the MOU. A further update will be provided to the Fire Authority when the remedying legislation is available and its implications are understood.

Source Documents

Firefighters'/Police Pension Schemes

McCloud/Sargeant Ruling – Guidance on treatment of 'Immediate Detriment' Cases

LGA Immediate Detriment Information Note: October 2020

Available from Fire Service Headquarters

Hinchingbrooke Cottage

Brampton Road

Huntingdon

Contact:

Matthew Warren

01480 444619

matthew.warren@cambsfire.gov.uk

Dated 8 October 2021

MEMORANDUM OF UNDERSTANDING

PARTIES

- (1) Local Government Association of 18 Smith Square, Westminster, London, SW1P 3HZ (the **LGA**); and
- (2) Fire Brigades Union of Bradley House, 68 Coombe Rd, Kingston-upon-Thames, Surrey, KT2 7AE (the **FBU**).

1 BACKGROUND

- 1.1 The LGA represents Fire & Rescue Authorities (**FRAs**) in England, Scotland, Wales and Northern Ireland in connection with the matters covered by this memorandum of understanding (**MoU**).
- 1.2 The FBU is a trade union that represents firefighters and other employees employed by the FRAs (together the '**Members**') who are affected by the matters covered by this MoU.
- 1.3 The LGA (on behalf of the FRAs) and the FBU (on behalf of the Members) wish to record the basis on which they will collaborate with each other to ensure that Members who have (or will) suffer an "**Immediate Detriment**" (as described in para. 4.1 below) by reason of their retirement (or impending retirement), following the decision made by the Court of Appeal on 20 December 2018 and the Employment Appeal Tribunal on 12 February 2021 in the *Sargeant* claims, are provided with a remedy as swiftly as possible.
- 1.4 A framework (the **Framework**) and a timetable for providing a remedy for each affected Member is set out in Annex 1 and Annex 2 to this MoU, which the parties expect the FRAs and Members to adhere to. Nothing in the MoU shall be interpreted to mean that the FBU will not initiate or support legal proceedings on behalf of any Member whose case is not dealt with in accordance with the Framework or that timetable.
- 1.5 The MoU only covers compensation relating to any shortfall in the pension commencement lump sum, pensions benefits and contributions payable to or payable by a Member (including issues relating to tax relief, interest and charges connected to those amounts) as set out in Annex 1. This MoU does not cover any additional remedies currently under consideration in the Employment Tribunal.
- 1.6 In this MoU:
 - 1.6.1 references to a Member's **Legacy Scheme** are references to the pension scheme in which the Member was an active member on 31 March 2012; and
 - 1.6.2 references to the **2015 Scheme** are references to the firefighters' pension schemes in England, Wales and Scotland created under the Public Service Pensions Act 2013.

2 OBJECTIVES

- 2.1 The parties acknowledge the importance of ensuring that Members who have suffered (or will suffer) an Immediate Detriment (as described in para. 4.1 below) receive compensation or are otherwise remedied now. They recognise that the Government has laid primary legislation before Parliament in the Public Service Pensions and Judicial Offices Bill (the **Bill**), and will make secondary legislation pursuant to the Bill (together, the **Remedying Legislation**) to provide the affected Members with a remedy for the discrimination found in the *Sargeant* claims.

The parties believe that the Framework is consistent with the principles currently set out in the Bill. In particular, any compensation or remedy provided to Members under this MoU:

2.1.1 amounts to “compensation” of the type anticipated by clause 21¹ of the Bill; and/or

2.1.2 is to be taken into account when assessing whether the Member has:

(a) “benefited from an immediate detriment remedy” for the purposes of clause 29 of the Bill; and/or

(b) been provided with a remedy under any scheme regulations of the type anticipated by clause 28 of the Bill

(to avoid a situation where the Member receives additional recoveries under the Bill which have already been compensated for under this MoU).

2.2 This MOU is separate from, and is not subject to or dependent on, any guidance issued in relation to “Immediate Detriment” before the Remedying Legislation comes into force.

3 PRINCIPLES OF COLLABORATION

3.1 The LGA will request that the FRAs, and the FBU will request that its Members, adopt the following principles:

3.1.1 Collaborate and co-operate. To adhere to the Framework so that activities are delivered and actions taken as required;

3.1.2 Act in a timely manner. Recognise the importance of moving things forward swiftly and responding accordingly to reasonable requests for support; and

3.1.3 Act in good faith to support achievement of the objectives and adherence to these principles.

4 IMMEDIATE DETRIMENT CASES IN SCOPE

4.1 The Framework will apply to Immediate Detriment cases that have already arisen, or arise before the Remedying Legislation comes into force, namely cases for:

4.1.1 Members who, at the date of this MoU, are employed by an FRA and:

(a) become eligible to retire (for any reason, including ill-health) and draw any pension and/or lump sum benefit and want to have all their benefits paid from their Legacy Scheme (not the 2015 Scheme); or

(b) do not qualify for a lower-tier (and therefore higher-tier) ill-health pension under the single pot ill-health retirement arrangement provided for in the 2015 Scheme and are therefore left without an immediately payable pension, but would be entitled to such a pension under their Legacy Scheme

(Category 1 cases);

4.1.2 Members who, at the date of this MoU:

¹ In this MoU, references to clause numbers in the Bill refer to the clauses as numbered on the date when the MoU is signed.

- (a) have already retired (for any reason, including ill-health) and who are receiving a pension under the 2015 Scheme, and who wish to be treated as having retired as a member of their Legacy Scheme; or
- (b) have left the fire and rescue service and did not qualify for a lower-tier (and therefore higher-tier) ill-health pension under the single pot ill-health retirement arrangement provided for in the 2015 Scheme, and are therefore left without a pension in payment but would be entitled to such a pension under their Legacy Scheme

(Category 2 cases).

- 4.2 The Category 2 cases include the claims set out in High Court claim number QB-2021-000636, although the parties acknowledge that the claimants and the defendants in that claim will (subject to agreeing the position on legal costs) need to file a consent order recording any settlement achieved in accordance with the Framework set out in this MoU.

5 FRAMEWORK

- 5.1 The parties intend that the various issues that arise in relation to Category 1 and Category 2 cases will be resolved in accordance with the Framework set out at Annex 1 to this MoU.
- 5.2 The parties anticipate that the Remedying Legislation will provide a mechanism that will allow some matters to be dealt with more conveniently once it comes into force. These matters are:
 - 5.2.1 compensation for any tax relief foregone on the arrears of contributions payable by the Member (except for Category 1 cases where the contribution arrears can be processed through PAYE);
 - 5.2.2 interest payable by the Member on the arrears of contributions;
 - 5.2.3 interest payable to the Member on adjusted employee contributions under the 2006 Scheme; and
 - 5.2.4 CETVs and added pension (for Category 1 cases).
- 5.3 These matters (and only these matters) will be calculated and processed once the Remedying Legislation is in force. Where applicable, the way they will be dealt with until that point is reached is set out in Annex 1. The parties agree that the mechanism provided by the Remedying Legislation will be used to make the calculation and the amounts will be processed in accordance with the Remedying Legislation.
- 5.4 The LGA and the FBU will encourage the relevant FRA and Member to document the agreed compensation or remedy in line with the template set out at Annex 3 to this MoU (the **Compensation Record**). This does not apply to the High Court claim referred to in para. 4.2 above where the terms of any settlement will be recorded in a confidential settlement agreement attached to a consent order.
- 5.5 The FBU agrees that it will not provide any financial or other support to Members who have received compensation or are otherwise remedied under the Framework to bring any court or tribunal proceedings relating to matters which have been (or are being) addressed under the Framework (or, in the case of those matters listed at para. 5.2 above, will be addressed under the Remedying Legislation). The FBU's agreement does not apply, however, to any question or dispute as to whether the Framework has been applied correctly in accordance with this MoU, or to any question or dispute regarding a matter that is not covered by the Framework.

6 CONCERNS OR COMPLAINTS

- 6.1 If either party has any issues, concerns or complaints about any matter in this MoU that party shall notify the other party and the parties shall then seek to resolve the issue through discussion (consistent with the objectives and principles set out at paras. 2 and 3 above). Those discussions may involve the relevant FRA and Member where appropriate.
- 6.2 Either party may terminate such discussions at any time. Where it has been agreed that the Framework is being used, the fact that such discussions could be commenced or have been commenced will not act as an impediment to any Member who alleges that the FRA concerned is not dealing with their case in accordance with the Framework and seeks relief from the Court. Nor will it act as an impediment to the FBU providing legal or other support to such a Member.

7 REVIEW, TERM AND TERMINATION

- 7.1 This MoU shall commence on the date of signature by both parties.
- 7.2 The parties will meet periodically on dates to be agreed between them (the first such meeting to take place within five weeks of the date of this MoU) to:
- 7.2.1 review the application of the Framework and the process set out in Annex 2, paying attention, in particular, to the timetable for processing cases in the light of the number of cases being dealt with by FRAs; and
 - 7.2.2 discuss whether any changes to the Framework are needed if the passage of the Bill (and the secondary legislation made pursuant to the Bill) adversely affects the ability of an FRA or a Member to implement the Framework and/or the process set out in Annex 2 and work in a spirit of cooperation to agree those changes.
- 7.3 If, on the date Remedying Legislation applicable to an issue set out in Annex 1 comes into force, a case that includes that issue is still being processed under the Framework, that issue will instead be processed under the Remedying Legislation and that fact will be noted in the Compensation Record (Annex 3). For the avoidance of doubt the rest of the issues in the case will be dealt with in accordance with Annex 1.
- 7.4 If all of the issues relevant to a case are covered by Remedying Legislation which has come into force before a Compensation Record is signed by the Member and the FRA that case will instead be processed under the Remedying Legislation.
- 7.5 This MoU will automatically expire on the last date on which Remedying Legislation applicable to all of the issues set out in Annex 1 comes in to force and will in any event expire on 1 October 2023. However, the parties agree that the timeframes set out in Annex 2 will continue to apply to the issues set out in Annex 1 where those issues are being processed under the Remedying Legislation provided that the timeframes do not put an FRA in breach of its obligations under the Remedying Legislation.
- 7.6 This MoU may be terminated (in whole or in part) by agreement in writing between the parties.
- 7.7 This MoU may be terminated by either party if the other party is in serious or repeated breach of its terms, and does not remedy the breach within 21 days of notice being given requiring it to do so.

8 VARIATION

- 8.1 This MoU, including Annexes 1, 2 and 3, may only be varied by written agreement of the parties.

9 CHARGES AND LIABILITIES

- 9.1 Liability for the legal costs incurred in High Court claim number QB-2021-000636 will be payable in accordance with any agreement reached between the parties to that claim or any order made by the Court in those proceedings.
- 9.2 Subject to para 9.1, and except as otherwise provided, the parties, FRAs and Members shall each bear their own costs and expenses incurred in agreeing to and implementing this MoU and the Framework.
- 9.3 Each party shall remain liable for any losses or liabilities incurred due to their own actions and neither party intends that the other party shall be liable for any loss it suffers as a result of this MoU.

10 STATUS

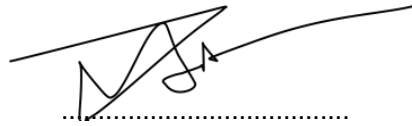
- 10.1 This MoU is not intended to be legally binding, and no legal obligations or legal rights shall arise between the parties from this MoU. The parties enter into the MoU intending to honour all their obligations.
- 10.2 Nothing in this MoU is intended to, or shall be deemed to, establish any partnership or joint venture between the parties, constitute either party as the agent of the other party, or authorise either of the parties to make or enter into any commitments for or on behalf of the other party.

11 GOVERNING LAW AND JURISDICTION

- 11.1 This MoU shall be governed by and construed in accordance with the laws of England and Wales and, without affecting the procedure set out in para. 6, each party agrees to submit to the non-exclusive jurisdiction of the courts of England and Wales.

Signed by **JEFF HOUSTON**

for and on behalf of **the LGA**



HEAD OF PENSIONS

8th October 2021

[Date]

Signed by **MATT WRACK**

for and on behalf of **the FBU**



GENERAL SECRETARY

8 October 2021

CONTACT POINTS

LGA

Name: Gill Gittins

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3HZ

Tel No: 07775 538917

E-mail Address: FireQueries@local.gov.uk

FBU

Name: Mark Rowe

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7AE

Tel No: 07834 656090

E-mail Address: Mark.Rowe@fbu.org.uk

ANNEX 1 – FRAMEWORK

Issue	Category 1 cases	Category 2 cases
Shortfall in retirement lump sum and past pension payments	Retirement lump sum and benefits paid on retirement through Legacy scheme (so that no shortfall arises).	Pay as lump sums (comprising pension lump sum and arrears lump sum likely made in two payments) through the 1992 scheme (as arrears). Pension arrears will be subject to PAYE, but if any additional income tax is payable by the member that would not have been payable if the member had never been treated as a member of the 2015 Scheme, the FRA will compensate the member for that tax liability.
Interest on shortfall in retirement lump sum and past pension payments	No interest due because correct lump sum and pension benefits will be paid on retirement.	Interest paid at 3% p.a. simple, from the date lump sum / benefits should have been paid.
Employee contributions: 1992 Scheme	Member pays shortfall (since 2015) through payor as a deduction from retirement lump sum.	Member pays any shortfall (since 2015) as a deduction from retirement lump sum. If no lump sum is payable, the member will need to pay any contributions owed from their own resources and to be given a reasonable time to pay based on their individual circumstances.
Employee contributions: 2006 Scheme	Compensation for excess contributions to be paid on retirement. Amount paid will be FRA's best estimate of an amount equivalent to the net contributions paid by the member.	FRA to pay compensation for excess contributions. Amount paid will be FRA's best estimate of an amount equivalent to the net contributions paid by the member.
Tax relief on employee contributions	<p>Process through PAYE to the extent possible if time/amount allows. If time does not allow, then any tax relief not collected through PAYE will be calculated and paid when the remedying legislation is in force.</p> <p>FBU and FRAs will encourage members to give as much notice of retirement as possible to facilitate payment through PAYE.</p>	Compensation for any tax relief foregone will be paid to the individual when the remedying legislation is in force. So, for now, individuals will pay the gross amount of contributions due.

Interest payable on adjusted employee contributions (1992 Scheme)	Interest to be paid by the individual once the remedying legislation is in force (and at the rate specified in directions made under that legislation). If tax relief was not processed through PAYE (because time/amount did not allow), where the individual is due to receive a future payment to compensate him or her for the tax relief foregone, the interest amounts will be deducted from that payment.	Interest to be paid by the individual once the remedying legislation is in force (and at the rate specified in directions made under that legislation). Where the individual is due to receive a future payment to compensate him or her for the tax relief foregone, the interest amount will be deducted from that payment.
Interest payable on adjusted employee contributions – compensatory amount (2006 Scheme)	Interest to be paid to the individual once the remedying legislation is in force (and at the rate specified in directions made under that legislation).	Interest to be paid to the individual once the remedying legislation is in force (and at the rate specified in directions made under that legislation).
Contribution holidays: excess employee contributions	Compensation for excess contributions to be paid on retirement. Amount paid will be FRA's best estimate of an amount equivalent to the net contributions paid by the member.	FRA to pay compensation for excess contributions. Amount paid will be FRA's best estimate of an amount equivalent to the net contributions paid by the member.
CETVs and added pension	If an issue arises, then look at it at that point. Individual and FRA will work together to agree a holding compromise that the CETV/added pension will stay in the 2015 scheme until the legislative solution arrives.	Deal with as and when arises.
Annual Allowance charges	<p>Recalculate pension input amount for each year of remedy.</p> <p>If an annual allowance charge would have arisen if the individual had not been transferred to the 2015 Scheme, the charge remains payable by the member (through scheme pays or otherwise).</p> <p>If an annual allowance charge would not have arisen (or a lesser charge applied) if the member had not transferred to the 2015 Scheme, the member will pay that charge and the FRA will compensate the member for the annual allowance</p>	<p>Recalculate pension input amount for each year of remedy.</p> <p>If an annual allowance charge would have arisen if the individual had not been transferred to the 2015 Scheme, the charge remains payable by the member (through scheme pays or otherwise).</p> <p>If an annual allowance charge would not have arisen (or a lesser charge applied) if the member had not transferred to the 2015 Scheme, the member will pay that charge and the FRA will compensate the member for any annual allowance</p>

	charge that is demanded (or any excess over the lesser charge that would have applied).	charge that is demanded (or any excess over the lesser charge that would have applied).
Scheme pays (MSP/VSP)	Member pays tax through VSP for statutory tax years for which it becomes due.	Member pays tax through VSP for statutory tax years for which it becomes due.
Converting scheme pays debits	FRA to recalculate the pension debit as if taken at time of original scheme pays election using actuarial factors applicable at time.	FRA to recalculate the pension debit as if taken at time of original scheme pays election using actuarial factors applicable at time.
Converting pension sharing debits	Deal with on a case by case basis as issues arise.	Deal with on a case by case basis as issues arise.
Dependents	Deal with on a case by case basis as issues arise (and in accordance with the timeframes set out in Annex 2 where reasonably practicable).	Deal with on a case by case basis as issues arise (and in accordance with the timeframes set out in Annex 2 where reasonably practicable).
Taper members	Tapering to stop (because that is the only step that is consistent with the ET decision).	Tapering to stop (because that is the only step that is consistent with the ET decision).
Unauthorised payments	N/A	The FRA will compensate the member for unauthorised payment charges which the member has had to pay and which he or she would not have had to pay if the member had not transferred to the 2015 Scheme.

ANNEX 2 – THE PROCESS

- 1 Any Member who believes that he or she is a Category 1 or a Category 2 case, and any person who believes that he or she is a dependant of a Category 1 or a Category 2 case Member ('an **Applicant**'), may give notice to the FRA which last employed the Member concerned requiring the FRA to investigate their case. Any such notice must be given in writing (by post or by email).
- 2 Within 14 days of receipt, the FRA shall acknowledge receipt of any such notice in writing (by post or by email), and inform the Applicant:
 - 2.1 either that the FRA accepts that the Applicant is entitled to a remedy under the Framework; or
 - 2.2 explain why, in the FRA's view, the Applicant is not entitled to a remedy under the Framework.
- 3 If the FRA accepts that the Applicant is entitled to a remedy under the Framework, as soon as reasonably practicable and in any event within 62 days after receiving an application under paragraph 1, the FRA shall send to the Applicant:
 - 3.1 In a Category 1 Case:
 - 3.1.1 a statement of the benefits that the Member would be entitled to receive if he or she retires under the rules of the Member's Legacy Scheme;
 - 3.1.2 a statement of the benefits that the Member would be entitled to receive if he or she retires under the rules of the 2015 Scheme; and,
 - 3.1.3 a form inviting the Applicant to choose to take benefits in accordance with the rules of the 2015 Scheme or the Member's Legacy Scheme.
 - 3.2 In a Category 2 Case:
 - 3.2.1 a statement of the benefits that the Member would have received if he or she had retired under the rules of the Member's Legacy Scheme, calculated as at the date of retirement or, in the case of a Member who left employment without an immediate pension, as at the date of leaving;
 - 3.2.2 a statement of the benefits that the Member received or was prospectively entitled to receive under the rules of the 2015 Scheme, calculated as at the date of retirement or, in the case of a Member who left employment without an immediate pension, as at the date of leaving;
 - 3.2.3 a statement of the arrears of pension and lump sum that the FRA will pay if the Applicant chooses to take benefits under the terms of the Member's Legacy Scheme;
 - 3.2.4 a statement of the arrears of contributions that will have to be paid or that will be reimbursed (if any) if the Applicant chooses to take benefits under the terms of the Member's Legacy Scheme;
 - 3.2.5 a statement of any tax adjustments that will have to be made if the Applicant chooses to take benefits under the terms of the Member's Legacy Scheme (including details of any "scheme pays" election that the Applicant might be able to make); and

3.2.6 a form inviting the Applicant to choose to take benefits in accordance with the rules of the 2015 Scheme or the Member's Legacy Scheme.

4 If the Member's entitlements under their Legacy Scheme cannot be determined without further medical advice, the period between the date of the request for further medical advice and the date when that advice is received shall be ignored for the purposes of the timetable set out in paragraphs 2 and 3 above.

5 Once the FRA receives notice of the Applicant's election, and if the Applicant chooses to receive benefits under the rules of the Member's Legacy Scheme:

5.1 In a Category 1 Case, the Applicant's entitlements shall be progressed as "business as usual".

5.2 In a Category 2 Case, the FRA shall:

5.2.1 adjust the Applicant's pension debit if required to allow for any "scheme pays" election that the Applicant makes on account of any annual allowance charge that would have arisen if the Member had never been treated as a Member of the 2015 Scheme;

5.2.2 begin to pay benefits in accordance with the Legacy Scheme rules with effect from the next pension payroll date which is at least one month after the receipt of the Applicant's election;

5.2.3 as soon as reasonably practicable and in any event within 28 days after receipt of the Applicant's election, pay to the Applicant the arrears of pension and lump sum, calculated under 3.2.3 above and rolled forward to the date of payment, with interest calculated in accordance with the Framework to the date of payment, plus compensation for any excess contributions paid, after deducting:

(a) any arrears of contributions calculated under 3.2.4 above; and

(b) any additional tax required to be paid under PAYE on arrears of pension that would have arisen if the Member had never been treated as a Member of the 2015 Scheme.

If the deductions to be made under paragraph 5.2.3(a) and (b) exceed the arrears to be paid under 5.2.3, the FRA shall not be obliged to begin to pay benefits under the Legacy Scheme rules in accordance with 5.2.2 until a reasonable schedule for payment of the excess has been agreed between the Applicant and the FRA.

6 In a Category 2 case, no further action is required if the Applicant chooses to continue to receive benefits under the Rules of the 2015 Scheme.

7 Until the Applicant makes an election under paragraph 3.1.3 or 3.2.6, no further action is required.

8 Giving effect to the Applicant's election under paragraph 3.1.3 or 3.2.6 to receive benefits calculated in accordance with the Legacy Scheme rules shall be conditional on the Applicant signing and returning a settlement agreement substantially in the form of the record of agreed compensation and remedy set out in Annex 3 to the MoU.

9 The member and an FRA's commitment to adhere to the process and timeframes as set out above is in consideration of the Principles of Collaboration and the ongoing review of the Framework as provided for at clauses 3 and 7.2 of the MoU respectively.

ANNEX 3 – RECORD OF AGREED COMPENSATION / REMEDY

I [NAME OF MEMBER] have agreed with [NAME OF FRA] in its capacity as both an employer and scheme manager to receive compensation and/or a remedy in line with the framework set out in the MoU dated [DATE] between the LGA (on behalf of FRAs) and the FBU (on behalf of its members).

I am a “Category [1/2]” case.

I understand and agree that:

- the Government has proposed to make new legislation that is intended to provide me with the pension benefits that I could have received if the pension changes made in 2015 had not been made, but that new legislation may not come into force until October 2023;
- some of the issues relating to my pension benefits have not been fully resolved and will not be fully resolved until the new legislation comes into force in October 2023, and as a consequence some payments (including tax relief and some interest amounts) might be calculated and processed once the new legislation comes into force. These issues are noted in the table below;
- The compensation I have received will be taken into account for the purposes of the new legislation (to avoid a situation where I receive additional amounts under the new legislation which have already been compensated for under the agreed framework);
- I understand that survivor benefits under the 1992 Firefighters Pension scheme are payable only to a legal spouse or civil partner, meaning a partner with whom I have entered into a formal registered civil partnership. If I choose to receive benefits under the rules of the Firefighters’ Pension Scheme 1992 and I am unmarried and not in a civil partnership at the date of my death then a survivor’s pension will not be payable;
- The decision I make to receive benefits under the rules of the Firefighters’ Pension Scheme 1992/ Firefighters’ Pension Scheme 2006/ Firefighters’ Pension Scheme 2015 [delete as applicable] is irrevocable. Neither I nor my dependants will be given an option to reconsider this decision once the new legislation comes into force;
- The way in which the issues relevant to my case are dealt with under the framework (as noted in the table below) amounts to a full and final settlement of my claim. I will not commence or continue any court or tribunal proceedings against [NAME of FRA] (in its capacity as employer or pension scheme manager) in relation to any matters that are covered by this agreement (other than a failure to abide by the terms of this agreement); and

The issues in my case have or will be addressed as follows:

[PARTIES TO INSERT RELEVANT ROWS FROM THE ANNEX 1 FRAMEWORK TABLE WITH AN ADDITIONAL COLUMN TO DOCUMENT THE ACTUAL PAYMENT, ADJUSTMENT AND/OR RECORD ALTERATION MADE FOR EACH SPECIFIC ISSUE FOR THAT MEMBER.]

Signed by [NAME of MEMBER] on [DATE]

Signed by [NAME] on behalf of [FRA] on [DATE]

To: Cambridgeshire and Peterborough Fire Authority

From: Deputy Chief Executive Officer - Matthew Warren

Presenting officer(s): Deputy Chief Executive Officer - Matthew Warren
01480 444500
matthew.warren@cambsfire.gov.uk

Date: 4 November 2021

National Fire Chiefs Council (NFCC) Core Code of Ethics for Fire and Rescue Services – Revised Code of Conduct for Employees

1. Purpose

- 1.1 The purpose of this report is to update the Fire Authority on; the launch of the NFCC's Core Code of Ethics for Fire and Rescue Services ('Core Code'), the gap analysis work of the Core Code undertaken against the Authority's existing relevant policies and corporate documents and to present a draft revised Code of Conduct for Employees which ensures explicit reference and alignment to the principles of the NFCC's Core Code.

2. Recommendations

- 2.1 The Authority is asked to note and endorse:
- 2.1.1 the contents of this report and of the gap analysis undertaken (Appendix 1)
- 2.1.2 the implementation by the Chief Fire Officer of the revisions made to the Code of Conduct for Employees, which ensures explicit reference and alignment to the NFCC's Core Code.

3. Risk Assessment

- 3.1 Political – The NFCC's Core Code results from the recommendations made in the first State of Fire report published by Sir Thomas Winsor in January 2020 and re-enforced in the most recent report published in March 2021.
- 3.1.1 Sir Winsor makes clear his expectation that the Core Code will be adopted by all English fire and rescue services. This expectation is also explicitly set out in the guidance document that accompanies the Core Code, which is published jointly by the Local Government Association (LGA), the NFCC and the Association of Police and Crime Commissioners (APCC). The guidance document also sets out an expectation that fire and rescue services will undertake a gap analysis of the Core Code against existing corporate policies and documents, behavioural frameworks, values, and cultural approaches.

- 3.1.2 There is therefore significant political risk in failing to demonstrate that a proper gap analysis has been undertaken and the Core Code has been appropriately adopted/integrated into existing corporate documents.
- 3.2 Social - explicit integration of the Core Code into our existing Code of Conduct for Employees will demonstrate to our communities and to our staff that at all times we put the interests of the public, the community and service users first. As the guidance document indicates, the principles of the Core Code will help all of us do our jobs in the right way.
- 3.3 Legal – compliance with our existing Code of Conduct is written into all (individual) contracts of employment and therefore any amendments to the Code of Conduct become incorporated into said contracts.

4. Background

- 4.1 The context that has led to the publication of the NFCC's Core Code is set out at paragraph 3.1 above. It is based upon the Seven Principles of Public Life ('the Nolan Principles').
- 4.2 An associated Fire Standard has been published by the Fire Standards Board. This states that a fire and rescue service must adopt and embed the Core Code to demonstrate full commitment and compliance at both an individual and corporate level and that the Service must not detract from the Core Code.
- 4.3 The guidance document which accompanies the Core Code makes clear an expectation that each fire and rescue service will initially undertake a gap analysis of the Core Code against existing corporate policies and documents, behavioural frameworks, values, and cultural approaches, in order to ensure that the principles within the Core Code are evident and incorporated within all existing as well as new associated documentation.
- 4.4 Officers have undertaken this gap analysis against existing relevant corporate documents including our Strategic Aims and Excellence Statements, the Integrated Risk Management Plan (IRMP), existing Code of Conduct for Employees, One Team Behaviours and other relevant organisational indicators such as the Commitment to Equality and Diversity. This gap analysis was considered by the Chief Officer's Advisory Group (COAG) in April 2021.
- 4.5 The results of the gap analysis show that no notable gaps were identified. The principles of the Core Code already exist across a range of relevant service corporate documents and indicators.
- 4.6 Given the results of the gap analysis and considering the extent to which existing relevant corporate documents are well-embedded and understood within the organisation, COAG determined that it was not necessary or appropriate to wholesale 'adopt' the Core Code.
- 4.7 Instead, it was agreed to review and update the existing Code of Conduct for Employees, to ensure explicit reference to and integration of the principles of the Core Code. This was one of only two notable opportunities identified from

the gap analysis work and was made as the Code of Conduct for Employees had not been formally reviewed for some time.

- 4.8 The proposed draft new Code of Conduct for Employees, attached at Appendix 2, is shown deliberately with tracked changes to the wording of the current version of the document in order to clearly set out the limited changes made. The majority of insertions made into the document use wording taken directly from either the Core Code or its accompanying guidance document.
- 4.9 Given that the changes to the Authority's Code of Conduct for Employees do not in any way change the underlying principles and they are effectively required by Government, engagement with representative bodies of the changes made will be for information only, rather than a formal consultation.
- 4.10 The second opportunity identified from the review of the gap analysis is to undertake a review of the One Team Behaviours, to sense check that they remain relevant to and understood by staff across the Service. The behaviours were originally developed by and with staff, but noting the significant natural turnover of staff (due to the retirement profile), that has occurred since they were first introduced, work to review the One Team Behaviours will be built into the future IRMP action plan for the remaining period to 2024.

Source Documents

NFCC Core Code of Ethics for Fire and Rescue Services
and Accompanying Guidance Document:

<https://www.ukfrs.com/core-code-ethics>

Seven Principles of Public Life <https://www.gov.uk/government/publications/the-7-principles-of-public-life>

Fire Professional Standard – Code of Ethics
<https://www.firestandards.org/approved-standards/code-of-ethics/>

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Detailed Gap Analysis of NFCC Core Code of Ethics Against Existing CFRS Corporate Documents and Indicators

NFCC Core Code of Ethics principle/descriptive statement	Gap analysis against current CFRS corporate documents and indicators
<p>Community at our Heart: we put the interest of the public, the community and service users first.</p>	<ul style="list-style-type: none"> • Strategic aims include striving for community safety excellence and placing people at the heart of everything that we do - this refers to people in our communities as well as our staff. • Supporting excellence statements say that we continually strive to improve the service we deliver and that we listen and engage with staff, communities and our partners to improve what we do and have a high level of customer satisfaction in our activities. • Code of Conduct states that employees must act in the best interests of service users and the community. • Our Personal and Leadership Development Framework references focusing on the public (under Effective Performance) and on recognising opportunities to improve the Service (Facilitating Improvement). • We have a focus in the people section of our IRMP about removing barriers to people joining our service.
<p>Integrity: we act with integrity including being open, honest and consistent in everything that we do.</p>	<ul style="list-style-type: none"> • Honesty and Trust are two of our One Team Behaviours. • We actively talk about welcoming and encouraging challenge and being willing to adapt our thinking and respond appropriately. Our Respect programme encourages constructive and proactive challenge around inappropriate behaviours and within the One Team Behaviours Honesty we also refer to challenging inappropriate behavior. • We place emphasis on collaborative working relationships, both internally and externally ('We actively seek collaborations' is one of our value for money excellence statements, we also reference fostering a culture of collaborative working in the Personal and Leadership Development Framework effective performance section). • Code of Conduct states that employees must perform their duties with honesty, integrity, impartiality and objectivity, also that they report

	<p>any impropriety or breach of procedure to the appropriate level of management.</p> <ul style="list-style-type: none"> • Openness, honesty and integrity are key principles covered by our existing Code of Conduct. • Code of Conduct also effectively sets out management of potential conflicts of pecuniary interests. • Personal and Leadership Development Framework references engaging others through trust and allowing them to have a voice (outstanding leadership section).
<p>Dignity and Respect: we treat people with dignity and respect, making decisions objectively based on evidence, without discrimination or bias.</p>	<ul style="list-style-type: none"> • Two of our three core values. • Respect is also one of our One Team Behaviours. Our Respect programme encourages constructive and proactive challenge around inappropriate behaviours and within the One Team Behaviours of Honesty we also refer to challenging inappropriate behavior. • Our commitment to equality and diversity also references treating everyone with dignity and respect. • Code of Conduct states that everyone will treat colleagues and the public with dignity and respect. • Respect programme seeks to re-enforce this cultural approach. • Our people excellence statements show our clear intent to develop our staff and encourage them all to reach full potential. • We have focused on improving understanding around unconscious bias and on removing barriers within our recruitment and assessment processes over at least the last four years. • Personal and Leadership Development Framework references establishing a culture that promotes health and wellbeing, equality and inclusion and on acknowledging how others are different and bringing out the best in people (both in the Outstanding Leadership section). Also focusing on supporting own and others' development (personal attributes and facilitating improvement).
<p>Leadership: we will be positive role models, always demonstrating flexible and resilient leadership. We are all accountable for our behaviour, decisions and actions and challenge all behaviour that</p>	<ul style="list-style-type: none"> • Significant focus on learning and development over past four years demonstrates our commitment to quality leadership at all levels within the Service, including the launch of our refreshed Personal and Leadership Development Framework in 2020. • One Team Behaviours encourage accountability and set out an expectation that

<p>falls short of the highest standards.</p>	<p>everyone will challenge inappropriate behaviours – demonstration of the One Team Behaviours is also built in to the Personal and Leadership Development Framework.</p> <ul style="list-style-type: none"> • We have a focus on continuous improvement (One Team Behaviours Results refers to trying to improve things, operational excellence statements state that we have a learning culture looking to continually improve what we do and how we do it and value for money excellence statements state that we continuously monitor how we are performing, sharing what we do and taking best practice from others, Personal and Leadership Development Framework also references opportunities to improve the Service under Facilitating Improvement). • Accountability is one of the key principles of the Code of Conduct and it is stated that all employees must be accountable to the Fire Authority for their actions.
<p>Equality, Diversity and Inclusion (EDI): we continually recognise and promote the value of EDI, both within fire and rescue services and the wider communities in which we serve. We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations and celebrate difference.</p>	<ul style="list-style-type: none"> • We have an explicit commitment to equality and diversity and a focus on developing our culture to be truly inclusive (set out in the IRMP People section and our Respect programme). • Community excellence statements say that we are inclusive in our approach and tailor our services to meet the needs of our diverse communities. • Our people excellence statements commit to developing our staff and encourage them to reach their potential. • Respect of others is a key principle of the Code of Conduct, which also states that all employees must treat colleagues and the public with dignity and respect. • One Team Behaviours state that we genuinely listen to others (Trust) and that we value all people equally (Respect). • We are actively working to improve the diversity of our workforce. • Personal and Leadership Development Framework references establishing a culture that promotes health and wellbeing, equality and inclusion and engaging with others to allow them to have a voice (Outstanding Leadership).

Appendix 2

Draft Revised Code of Conduct for Employees (shown with tracked changes from current published document)

CODE OF CONDUCT FOR EMPLOYEES

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

If you have any queries about the Authority's policy, please contact your line manager in the first instance. If your manager requires further guidance please contact the [People Partner Team](#). [Human Resources Group](#).

Version History

Version	Date	Comments
V1	07/02/2018	Transfer of policy (DMS #11512) to new policy template. Minor changes to update names and references to other relevant policies contained within. No changes to substance of policy.
V2	19/10/2021	Updated terminology and to clarify explicit link to NFCC Core Code of Ethics and other relevant corporate documents.

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KEY POINTS.....	2
RESPONSIBILITIES.....	3
REFERENCE SOURCES.....	4

2. POLICY STATEMENT

Cambridgeshire and Peterborough Fire Authority (the Authority) provides a public service and all employees have a responsibility to behave in a way that recognises [the trust and confidence that the public places in us, and which puts the interests of the public, the community and service users first.](#) ~~that the public pays for the services we provide.~~

The Authority expects its employees, in their capacity as public servants, to [at all times:](#)

- give the highest possible standard of service to the public
- behave in a highly professional and appropriate manner

Current legislation provides a statutory framework to govern the conduct of employees of relevant authorities in England and sets out [general core](#) principles of conduct [and behaviour](#).

This code provides guidance to all employees about their conduct at work by defining the minimum standards of conduct [and behaviour](#) expected of them. [It is further supported by additional corporate documents such as the Service Values and the One Team Behaviours.](#)

Failure to comply with this code of conduct will be dealt with under the Service's disciplinary procedure and could ultimately lead to dismissal.

3. SCOPE

This policy applies to all employees within the Service.

4. KEY ~~POINTS~~ PRINCIPLES

The [key](#) principles covered by this code are [those set out in the National Fire Chiefs Council's Core Code of Ethics for the Fire and Rescue Service, namely:](#)

[Putting our communities first](#)

- [We put the interests of the public, the community and service users first.](#)

Integrity

- We act with integrity including being open, honest and consistent in everything that we do.

Dignity and Respect

- We treat people with dignity and respect, making decisions objectively based on evidence, without discrimination or bias.

Leadership

- We are all positive role models, always demonstrating flexible and resilient leadership.
- We are all accountable for everything we do and challenge all behaviour that falls short of the highest standards.

Equality, diversity and inclusion

- We continually recognise and promote the value of EDI, both within the FRS and the wider communities in which we serve.
- We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations and celebrate difference.

The principles of the NFCC Core Code of Ethics are themselves based upon the Seven Principles of Public Life (sometimes known as the Nolan Principles).

It is important to acknowledge that no code can be all-embracing, and all staff must honour the spirit as well as the letter of the Code of Conduct and the NFCC Core Code of Ethics upon which it is based.

- ~~Honesty, Integrity, Impartiality, Objectivity~~
- ~~Accountability~~
- ~~Respect of others~~
- ~~Stewardship~~
- ~~Personal interests~~
- ~~Registration of interests~~
- ~~Reporting procedures~~
- ~~Openness~~
- ~~Appointment of staff~~
- ~~Duty of trust~~

6. RESPONSIBILITIES

The Authority will:

- value its employees and the contribution they make to the Service
- conduct its business in an open, transparent, equitable and inclusive manner

- ensure that all employees have access to information relating to this code of conduct

The Monitoring Officer will:

- maintain a register of employees' business interests
- maintain a register of gifts and hospitality offered to and/or accepted by employees
- advise employees in respect of relationships of a business or personal nature which may conflict with the interests of the Fire Authority

Line Managers will must:

- ensure that all employees are made aware of this code of conduct and associated corporate documents
- actively promote a culture within the workplace that
 - ✓ encourages reporting of breaches of this code through appropriate channels
 - ✓ supports employees who, in good faith, raise issues of concern related to this code

People Partner Team Human Resources Group will:

- support managers to proactively lead their teams to adhere positively to the principles of this code of conduct
- where necessary, advise line-managers on procedures for dealing with breaches of the code (See Discipline Policy & Procedure, Discipline Toolkit)

~~Employees must not:~~

- ~~• make personal use of the Authority's property, name or facilities unless properly authorised to do so~~
- ~~• allow personal interests to conflict with the Authority's requirements~~
- ~~• use their position improperly to confer an advantage or disadvantage~~
- ~~• disclose information given to them in confidence~~
- ~~• prevent anyone from gaining access to information to which they are entitled by law~~
- ~~• discuss sensitive or other information that could be overheard in public which may be damaging to the reputation of the Authority or upsetting for those who may hear it~~
- ~~• be involved in a decision relating to the appointment, temporary appointment, promotion, pay or conditions or discipline of another employee or prospective employee who is a partner, relative or friend~~

Employees must:

- perform their duties with honesty, integrity, impartiality and objectivity

- act in the best interests of service users and the community
- be accountable to the Fire Authority for their actions
- treat colleagues, [members of the Fire Authority](#) and the public [professionally, and](#) with dignity and respect ~~(See Equality and Inclusion policy and guidance)~~
- ~~treat members of the Fire Authority professionally (See professional behaviour policy)~~
- use the Authority's resources, including time, property, uniforms and equipment honestly, responsibly and efficiently to ensure value for money for the public
- use public funds entrusted to or handled by them in a responsible and lawful manner
- declare, in writing to the Monitoring Officer, relationships of a business or personal nature which may conflict with the interests of the Fire Authority e.g. with contractors or potential contractors
- seek advice from the Monitoring Officer regarding any gifts, hospitality or other benefits offered as a consequence of their employment which are valued at £25 or more [\(See Acceptance of Gifts and Hospitality policy\)](#)
- act at all times in accordance with the trust that the public is entitled to expect
- bring any deficiency in the provision of service to the attention of the appropriate level of management
- report any impropriety or breach of procedure to the appropriate level of management ~~(See Public Interest Disclosure (Whistle blowing) policy)~~

Employees must not:^[SS1]

- make personal use of the Authority's property, name or facilities unless properly authorised to do so
- allow personal interests to conflict with the Authority's requirements
- use their position improperly to confer an advantage or disadvantage
- disclose information given to them in confidence
- prevent anyone from gaining access to information to which they are entitled by law
- discuss sensitive or other information that could be overheard in public which may be damaging to the reputation of the Authority or upsetting for those who may hear it
- be involved in a decision relating to the appointment, temporary appointment, promotion, pay or conditions or discipline of another employee or prospective employee who is a partner, relative or friend
-

7. REFERENCE SOURCES

National Guidance

- [NFCC Core Code of Ethics for Fire and Rescue Services](#)
- [NFCC Core Code of Ethics guidance document](#)

- [The Seven Principles of Public Life \(Nolan Principles\)](#)

Associated [CFRS](#) Policies and Guidance

- [Service Values](#)
- [One Team Behaviours](#)
- Acceptance of Gifts and Hospitality
- Politically Restricted Posts
- Public Interest Disclosure (Whistle blowing)
- Discipline Policy & Procedure, [Discipline Toolkit](#)
- Equality and Inclusion
- [Professional Behaviour Policy](#)

To: Cambridgeshire and Peterborough Fire Authority

From: Equality, Diversity and Inclusion Manager – Christine Doody

Presenting Officer(s): Equality, Diversity and Inclusion Manager –
Christine Doody
01480 444500
christine.doody@cambsfire.gov.uk

Date: 4 November 2021

Equality and Inclusion Compliance Report 2020/21 (including Gender Pay Gap)

1. Purpose

- 1.1 The purpose of this report is to inform the Fire Authority about equality and inclusion progress in the year 2020/21 and the gender pay gap as at March 2021. The annual Equality and Inclusion Compliance Report 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 Authority is asked to agree the content of the report (Appendix 1) or request any changes as deemed necessary. Once content is approved, the final design work and incorporation of appropriate images will be undertaken before publication.

3. Risk Assessment

- 3.1 Legal - the public sector equality duty requires the 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.

Source Documents

Cambridgeshire and Peterborough Fire Authority Integrated Risk Management Plan (IRMP) 2020-2024

Location:
Headquarters
Hinchingsbrooke Cottage
Brampton Road
Huntingdon

Contact:
Christine Doody
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Equality Act 2010

Contact:
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**CAMBRIDGESHIRE
FIRE & RESCUE SERVICE**



Equality and Inclusion Compliance Report

**Equality Act 2010 (Specific Duties) Regulations 2011
April 2020 – March 2021
(including Gender Pay Gap as at 31st March 2021)**

1. Glossary of Terms

2. Introduction

3. Progress on Equality & Inclusion Objectives in IRMP 2020-2024

i) People Excellence

- a) Culture & Leadership
- b) Mental Health
- c) Inclusion & Positive Action Plan
- d) Development Portfolios & Coaching
- e) PDRs (Performance & Development Reviews)
- f) Succession Planning
- g) Recruitment

ii) Community Safety Excellence

- a) Reducing Community Risk
- b) Firebreak programme
- c) Children & Young People
- d) Business Seminars
- e) Safe and Well Visits

4. Workforce Data

5. Recruitment Data

6. Gender Pay Gap

Appendices:

Appendix 1 - Demography of Cambridgeshire and Peterborough (Census 2011).
New data will be available March 2022.

1. Glossary of Terms

CFRS	- Cambridgeshire Fire and Rescue Service
CYP	- Children & Young People
EQIA	- Equality Impact Assessment
HR	- Human Resources
IRMP	- Integrated Risk Management Plan (strategy)
LGBT+	- Lesbian, Gay, Bisexual and Transgender
L&OD	- Learning & Organisational Development
NFCC	- National Fire Chiefs Council
PDR	- Performance & Development Reviews

2. Introduction

This report aims to provide members of the 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 2020 and March 2021 as required by the Equality Act 2010. The equality duty requires the Authority to:

Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010	Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.	Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
---	---	---

There are **nine protected characteristics** defined by the Equality Act 2010:

- 1 age
- 2 disability
- 3 ethnicity (including race, national origin, nationality and colour)
- 4 gender reassignment
- 5 marriage or civil partnership
- 6 pregnancy or maternity and pregnancy
- 7 religion or belief
- 8 sex
- 9 sexual orientation.

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 & Inclusion objectives are set within our IRMP (Integrated Risk Management Plan) 2020-2024.

Our objectives for 2020-2024 and progress against them are given below. It should be noted for context that this reporting period (April 2020-March 2021) was during the height of the coronavirus pandemic. This meant that our community activity was reduced as we adapted our activities to the associated lockdowns and restrictions.

3. Progress on Equality Objectives in IRMP 2020-2024

i) People Excellence

- a) Continue work to develop our organisational culture and to enhance staff engagement.

We researched and implemented ways to give leaders the understanding and ability to develop their teams' levels of engagement. Due to the pandemic, the initial focus was on helping managers and leaders in the organisation to understand the impact of lockdowns and how to engage with their teams that are now in a different working environment, ensuring they are motivated, productive and feel involved and informed. We released our 2021 Learning & Organisational Development plan with ongoing virtual delivery of 'Developing Teams' events for all leaders which encompassed engagement and inclusion elements. Leadership development events were created to provide leaders with new skills and knowledge of how to engage and involve their teams during and post lockdowns.

We promoted the use of the Personal and Leadership Development Framework for all to ensure staff are aware of the set behaviours for personal development that should positively impact their experience at work. The framework was designed, rolled-out and used in all promotion processes run during lockdown. The framework has continued to underpin the Insights & Aspire leadership development programmes. There is ongoing work by L&OD to embed the framework into regular performance and development conversations, and succession planning activity.

We continued with the work to review the feedback from the employee engagement survey. The pandemic significantly changed how people work and the interactions staff have with each other and we needed to consider this in our reflections on the responses to our employee engagement survey which ran in late 2019. Therefore, we ran a short engagement and wellbeing survey, including Inclusion questions, in January 2021. The data was made available to us in April 2021 and will be covered in our next report.

We continued to embed the desired culture. Senior leaders continued to promote the vision for the culture we desire at manager seminars, other relevant meetings and through regular communication, being clear in our expectations. The new culture we are seeking to embed drove our decision making during the pandemic, ensuring we put people at the heart of decisions and doing what is right by staff and the people we serve. We held events with the Head of Group and manager communities to discuss and reflect on the importance of collective corporate responsibility in creating and maintaining a 'One Team' culture.

We listened and responded to staff feedback. Face-to-face station visits were paused during the pandemic; however, feedback was an important part of the process for us in managing the pandemic. Feedback was sought and a review of the feedback was made available for all staff to view on the intranet. We conducted virtual reflections exercises, Head of Group and managers meetings.

- b) Develop and improve the ways in which we support the mental health and wellbeing of our staff.

We designed a session for line managers to help them prevent and protect against mental ill health in their team. This was a bespoke programme which was launched on 10 October 2020, to coincide with Mental Health Day. It was rolled out to managers in 2020 and began roll out to all staff in April 2021.

We made efforts to overcome the stigma around mental health. We encouraged the use of internal communications channels to support this and there were more conversations, posts, campaigns and individuals coming forward to share their experiences during the last year than we have previously seen. We co-ordinated campaigns around World Suicide Prevention Day, World Mental Health Day and Stress Awareness Day.

We reviewed the psychosocial risk factors within CFRS and assessed them against the wellbeing interventions. During the pandemic, we had meetings weekly to ensure the wellbeing of our people was at the forefront of what we were doing both during the height of the pandemic and as we moved more towards recovery and consideration of a 'new normal'. This naturally led to us adapting what we offer and creating a strategy that was shared with all staff and received positive feedback.

We improved our wellbeing service. We made new and additional wellbeing resources available to staff during the pandemic and have developed and recruited to a new role for a Mental Health and Wellbeing Advisor to focus on this subject going forward. The new starter joined us in May 2021.

- c) Improve the diversity of our workforce.

We designed and began to implement a Positive Action plan, with the purpose of engaging and building relationships with a wider range of diverse groups within the local community, in order to benefit both recruitment and community safety work. The focus started with support for wholetime recruitment and increasing our reach with new diverse relationships in the community, especially women and ethnic minority groups. During the pandemic the focus shifted to maintaining existing relationships with the community through virtual channels.

Following the impact on colleagues of the death of George Floyd and the Black Lives Matter movement, we held a series of listening sessions with colleagues to better understand the impact and how we can further engage and support our ethnic minority colleagues going forward. We shared the report with all staff in June 2021 and are moving the actions forward with a new Inclusion Ambassador for ethnicity and race.

In April 2021 our Equality, Diversity & Inclusion Manager left us to take up a new role in the private sector. We recruited a successor to this role, with an excellent blend of experience focused on both community and workforce inclusion, who joined us in June 2021.

We continued to complete Equality Impact Assessments (EQIA). Equality Impact Assessments are a way of systematically assessing the effects that a policy, project or decision is likely to have on different people within the service and the community.

The process helps identify potential discrimination by analysing policies, projects, practices, processes, procedures, services, and decisions, to make sure they do not discriminate or disadvantage people and helps towards improving or promoting equality.

Carrying out Equality Impact Assessments helps us meet our legal duties as well as bringing a number of benefits. It helps us ensure that our decisions impact in a fair way, to make decisions based on evidence, to make decision-making more transparent and provides a platform for collaboration with the community and partners.

In this period Equality Impact Assessments were part of our usual ways of working as well as some significant projects, for example:

- In the Fireground Radios project, the EQIA was effectively used to produce the training material and shape the device evaluations in the tender process, especially for firefighters with who wear hearing aids and firefighters with dexterity issues through missing digits.
- In the Huntingdon Relocation project the EQIA was effectively used to plan equality and diversity actions into the inception of the build e.g. disability accessible building with bathroom and changing facilities and disabled parking, prayer and nursing facilities, separate food storage areas for cultural and religious/belief needs.
- In the Training Centre Review project, the EQIA was used to analyse the proposed new working pattern to achieve the benefits of more flexible working and work life balance for colleagues in the training team.

We are seeking to continually improve the quality of our equality impact assessments, by ensuring that all managers are aware of and trained in their responsibilities, and that we can more efficiently and effectively gather internal and external feedback and track actions.

- d) Expand our programme of development activities to prepare staff for future roles and opportunities.

We continued with work to update, expand and improve our range of development portfolios. We introduced more development portfolios for professional support roles, entry level, supervisory and middle manager roles. We completed the Group Commander development portfolio and work will commence to redesign and develop operational and support portfolios next year.

We introduced a formal coaching service. We rolled out Mindset Coaching training and online modules to support the pandemic conditions. We professionally developed several members of staff as coaches, who completed their CMI qualification. L&OD developed a process that provides clear access to this new resource in addition to the Coaching Culture online toolkit. The service is keen to maximise the best use of this pool of coaching resource and a new focused role in this area within the L&OD team was recruited to at the end of the year.

- e) Embed an understanding of the value of quality conversations to enhance personal performance and development.

We gathered feedback on our current PDR process, the result was recommendations to focus on embedding understanding of the responsibilities for PDR conversations and the importance of recording conversations. We ran “Having Development Conversations” training sessions for managers.

- f) Strengthen our understanding of succession planning needs.

We evaluated and refined our succession planning model. We monitored the process and are confident that we have talented staff in the pipeline and that there is no risk to the service. We supported Levels 2, 3 and 5 Leadership Development Apprenticeships. We continued to offer Wholetime Firefighter Apprenticeship programmes and are in the process of evaluating this offer.

- g) Continual review of our recruitment and promotion processes to provide equality of opportunity and remove any unnecessary barriers to people joining or progressing their careers within the Service

We identified and contacted unsuccessful candidates from processes to provide support, understand any barriers and explore opportunities. A survey was designed and will be sent to all unsuccessful candidates following recruitment to highlight any barriers and developments needed. The offer is also made for unsuccessful candidates to speak to a Positive Action Officer. We will report on the evaluation of this data next year.

We reviewed our Wholetime recruitment process. We researched barriers, using previously sought feedback from candidates as well as liaising with other Services. We made some positive changes to our process including candidates being able to wear any clothing for swim tests and increasing the radius of where applicants can live and the point at which they need to have obtained a full driving licence. Changes will be implemented into the new rolling wholetime recruitment process in 2022.

Work experience. This was placed on hold during the pandemic, we hope to be able to re-start this in 2022.

Reviewing our promotion process. We agreed to move towards a new way of assessing people’s readiness for promotion via continual evidence obtained via a development portfolio (removing many of the barriers our staff had told us about) and agreed that this will commence from 2023 in order to enable sufficient lead time for development and appropriate training of portfolio assessors.

ii)Community Safety Excellence

- a) Reduce Community Risk - identify and reach those most at risk of fire.

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 or other emergency incident so the Service can plan and make appropriate interventions. We work with a range of partners to identify and share relevant data so we can target our services appropriately.

Robust links have been made with partner agencies and reinforced through collaborative work during the Covid-19 response. A new fire protection evaluation dashboard focuses on identifying trends for us to enhance our support to businesses. We collaborated with partners and agreed to use their extensive network to strengthen our existent referral pathways by promoting our safe and wells and educating their staff.

Key performance figures are shared with the wider organisation so they can confidently explain key trends in the county and take ownership of local and county risk at district level. The broader aim is to incorporate this into large digital displays on prominent places at all stations that clearly provide key data such as fire statistics, safe and well visits, risk information, and specific community risk information about that community. This will be digitally updated monthly and can incorporate seasonal prevention messages.

The risk matrix used to identify those at high risk and exceptionally high risk of fire has been reviewed and is in line with national guidance. The data analyst reviews this during our monthly Community Risk Meetings against the profile of those having fires and fatalities or those being injured in fires. The vast majority of those are line with our risk profiles of those over the age of 65 and or with a registered disability and then risks increasing with other social factors such as smoking, dementia frailty index etc. There was a very minor increase in working age families experiencing accidental dwelling fires. The specific incident was addressed at the time by focused prevention activity in the community where the incident took place.

Impact of Accidental Primary Fires: April 2020 – March 2021

The number of accidental primary fires resulting in a fire casualty increased in 2020/21 with 36 accidental primary fires resulting in 48 fire casualties (including 3 fatalities) compared to 31 accidental primary fires in previous year. Of the 36 accidental primary fires, 69% occurred in a home. 69% of those injured were men and 23% were over 65. 73% of all casualties identified as White British or White Other, 10% as Black or other minority ethnic and 17% ethnicity not known.

- b) Develop our Firebreak programme to support the safety, health and personal development of identified young people (CYP)

Our Community Safety Coordinator has been trained in evaluation and has created a strategy for Firebreak using the 'logic model of change which covers in detail the way we undertake risk profiling to identify where the firebreak package can reduce risk.

The CYP lead for the NFCC visited the Service as part of their research, a report was written and CFRS was identified as best practice for being the only Service using the logic model and theory of change. Our Community Safety Coordinator is now leading a focus group involving other Fire Services from the whole of the UK in conjunction with the NFCC establishing 'best practices' for all the CYP engagements.

Whilst the physical delivery of Firebreak was suspended due to the pandemic we have adapted and created a one-day 'Firebreak One'. It has been designed to offer a cost effective and practical way to deliver some of the key intervention activity a full fire break course would provide. Both Firebreak and Firebreak One are now listed as interventions on the Healthy Schools webpage. We are also working with Cambridge Regional College and Anglia Ruskin University to identify if either Firebreak model would support their students.

The Firebreak pump wrapping was designed and fitted, the aim is that it is attractive to children, young people and the community in our engagement activity.

- c) Offer early intervention and positively influence children and younger people.

We worked with partners to compare the objectives of nationally available CYP programmes with local need and the resources required to deliver them, to determine the relative benefit for CFRS. We are well connected on a national level via the NFCC.

We launched Jet the Dragon in January 2021 to fantastic feedback from both the local community as well as national platforms.

The face-to-face Safety Zone product was paused during the pandemic. We adapted a virtual version which is available for schools from the Healthy Schools website.

Additional CYP activities, such as Cadets, will be explored in 2022, with work on hold this year due to the pandemic.

- d) Support businesses to comply with regulation, and ultimately create safer places to live, work and visit.

We carried out analysis to understand who the free fire safety business seminars should be targeting. Face-to-face Business Seminars were paused during the pandemic. We trialled running them on a webinar, with success, at the end of March. We designed a new pre and post evaluation in place for Business Webinars, which will be used in our new Business Engagement process and audits.

- e) Effectively keep the community safe and well.

We worked with Community Engagement Officers and other stakeholders to ensure the Service provides equal access to community safety material. We reviewed the safe and well literature as part of a wider piece of work for the vulnerable person module (VPM). This will record details of interventions made against individuals including specific literature or tailored materials e.g. interventions made with a hearing-impaired family and

the adoption of British Sign Language applications due to COVID face masks obscuring the ability to lip read and causing a barrier for the prevention messages.

The Equality & Inclusion Manager attends the Customer Relationship Management (CRM) meetings so that we can ensure that any trends within districts can be evaluated against the known diversity they hold.

Plans are in place to use the 2021 Census data to review the perceived diversity of our boroughs to the actual statistics and put that data against incidents. This data should be available from March 2022 and will inform what additional resources we may need to provide for access to our fire safety material.

We are also reviewing access to our fire prevention materials for people with hearing impairments. We are linking in with community groups through the known associations to see how best to promote our messages effectively.

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, as well as advice on other well-being and safety issues e.g. falls' prevention; staying well and warm; alcohol use; crime reduction. The Service and its partners delivered 2,140 safe and well visits in the year. 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. This data tells us that most safe and well visits are being delivered to people over 60 and to those who have a disability.

Characteristic		% Population ¹	2019-20	2020-21	5-year average
Gender	Male	49.8%	36%	37%	35%
	Female	50.2%	64%	63%	65%
Age groups	Under 24	31%	1.3%	2.2%	1.4%
	25-39	20.9%	5.5%	7.4%	5.6%
	40-59	26.6%	7.5%	9.8%	8.0%
	60-74	14.1%	28.3%	22.7%	27%
	75 +	7.4%	57.4%	52.9%	58%
Ethnic Group	White	90.3%	96.6%	96.2%	96.1%
	Black, Asian, Minority Ethnic	9.7%	3.4%	3.8%	3.9%
Religion	No religion, belief	29.1%	13.6%	15%	16.9%
	Christian	57.9%	83%	82%	79.6%
	Muslim	3.3	1.2%	1.4%	1.6%
	Other religions ²	2.2%	2.1%	2.0%	2.5%
Disability	Day to day activities limited	16%			
	Disability		54.1	58.4%	53.4%

¹ 2011 Census

² Each makes up less than 1% of population and includes Buddhist, Hindu, Jewish and Sikh faiths

4. Workforce Data

One of the Service's priority areas is to improve diversity of the workforce so that it better reflects the communities we serve and encourages diversity of thought in its culture.

To measure progress in this area we monitor staff protected characteristics from the start of the recruitment process 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 and candidates from diverse backgrounds in general. These are areas where outcomes in Fire and Rescue Service nationally and historically have been poor. Additionally, we would like to see more progression to managerial roles for women and ethnic minority staff.

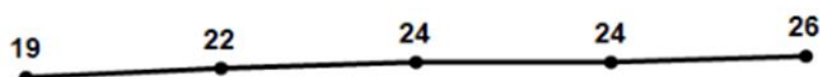
As at 31st March 2021 we employed 641 staff. Staff profile by role, protected characteristic and changes over the last 5 years are given below:

Head Count by Main Job						
Snapshot at Month Ending	Wholetime	OnCall	Ops Total	Control	Support	Total
Mar-17	247	174	421	38	127	586
Mar-18	242	173	415	40	138	593
Mar-19	248	171	419	43	149	611
Mar-20	242	182	424	42	143	609
Mar-21	261	180	441	44	156	641

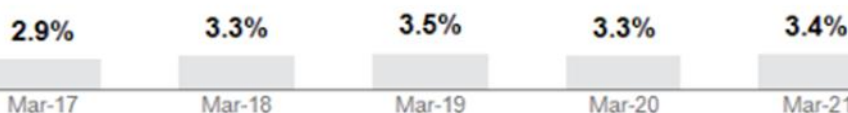
Guidance notes: The number of staff is calculated from the HR database and counts employees with a start date within a 12-month period over five consecutive years and records them in any of the four staff groups based on when the role started.

Black and Minority Ethnic Staff

Total Number



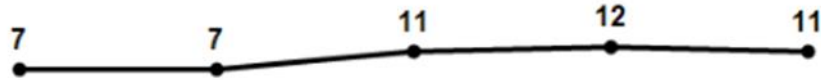
% of Total



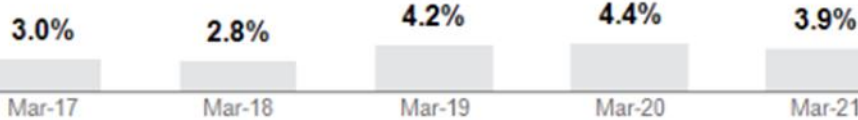
Snapshot at	Wholetime		OnCall		Operational		Control		Support		Non-Operational		Total	
Month Ending	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Mar-17	7	2.8%	5	2.2%	12	2.5%	1	2.6%	6	4.1%	7	3.8%	19	2.9%
Mar-18	7	2.9%	5	2.2%	12	2.6%	1	2.4%	9	5.6%	10	4.0%	22	3.3%
Mar-19	6	2.4%	5	2.2%	11	2.3%	0	0.0%	13	7.6%	13	6.1%	24	3.5%
Mar-20	7	2.9%	6	2.4%	13	2.6%	1	2.4%	10	5.3%	11	4.8%	24	3.3%
Mar-21	6	2.3%	8	3.2%	14	2.7%	1	2.3%	11	5.5%	12	4.9%	26	3.4%

Black and Minority Ethnic Managers

Total Number



% of Total

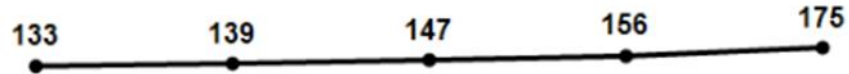


Snapshot at	Wholetime		OnCall		Operational		Control		Support		Non-Operational		Total	
Month Ending	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Mar-17	4	3.9%	1	1.5%	5	3.0%	0	0.0%	2	4.2%	2	2.9%	7	3.0%
Mar-18	4	3.7%	0	0.0%	4	2.3%	1	4.8%	2	3.8%	3	4.1%	7	2.8%
Mar-19	4	3.7%	1	1.4%	5	2.8%	0	0.0%	6	9.8%	6	7.5%	11	4.2%
Mar-20	4	3.8%	2	2.5%	6	3.2%	0	0.0%	6	9.8%	6	7.2%	12	4.4%
Mar-21	3	2.8%	1	1.2%	4	2.1%	0	0.0%	7	10.8%	7	8.0%	11	3.9%

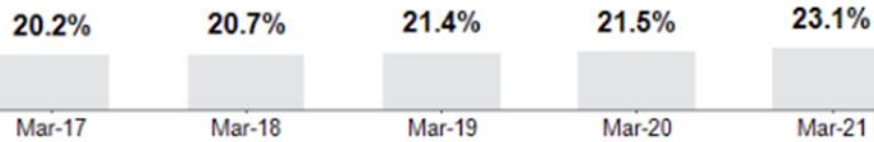
There has been improvement in the overall number of ethnic minority staff, in On-Call and Professional Support. As around 10% of our population identify as ethnic minorities there needs to be a sustained effort into improving ethnic diversity of our workforce and this is the focus for our Positive Action Officers. Feedback from ethnic minority community groups tells us that CFRS is still not visible to them and that they have little connection with CFRS or understand what the role of a firefighter is. Our work is therefore aimed at ensuring a higher visibility in these communities. Although community work was paused during the pandemic it is now opening up again and we have plans in place to celebrate Black History Month and involve community groups and colleagues as well as set up a new Community Forum to further this work in 2022 and beyond.

Female Staff

Total Number



% of Total

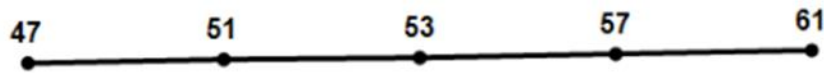


Snapshot at	Wholetime		OnCall		Operational		Control		Support		Non-Operational		Total	
Month Ending	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Mar-17	18	7.3%	10	4.4%	28	5.9%	33	86.8%	72	49.7%	105	57.4%	133	20.2%
Mar-18	17	7.0%	14	6.3%	31	6.6%	32	78.0%	76	46.9%	108	53.2%	139	20.7%
Mar-19	18	7.2%	15	6.7%	33	7.0%	36	83.7%	78	45.6%	114	53.3%	147	21.4%
Mar-20	17	7.0%	17	6.8%	34	6.9%	35	83.3%	87	46.5%	122	53.3%	156	21.5%
Mar-21	22	8.3%	18	7.2%	40	7.8%	36	81.8%	99	49.3%	135	55.1%	175	23.1%

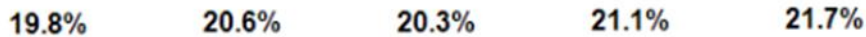
The proportion of female operational staff continues to grow in all areas of the organisation and compares well with the national figure of 7% (2019/20).

Female Managers

Total Number



% of Total



Snapshot at	Wholetime		OnCall		Operational		Control		Support		Non-Operational		Total	
Month Ending	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Mar-17	3	2.9%	1	1.5%	4	2.4%	18	90%	25	52.1%	43	63.2%	47	19.8%
Mar-18	3	2.8%	1	1.5%	4	2.3%	19	90%	28	53.8%	47	64.4%	51	20.6%
Mar-19	3	2.8%	2	2.8%	5	2.8%	15	79%	33	54.1%	48	60.0%	53	20.3%
Mar-20	3	2.8%	2	2.5%	5	2.7%	18	82%	34	55.7%	52	62.7%	57	21.1%
Mar-21	6	5.5%	2	2.4%	8	4.1%	18	78%	35	53.8%	53	60.2%	61	21.7%

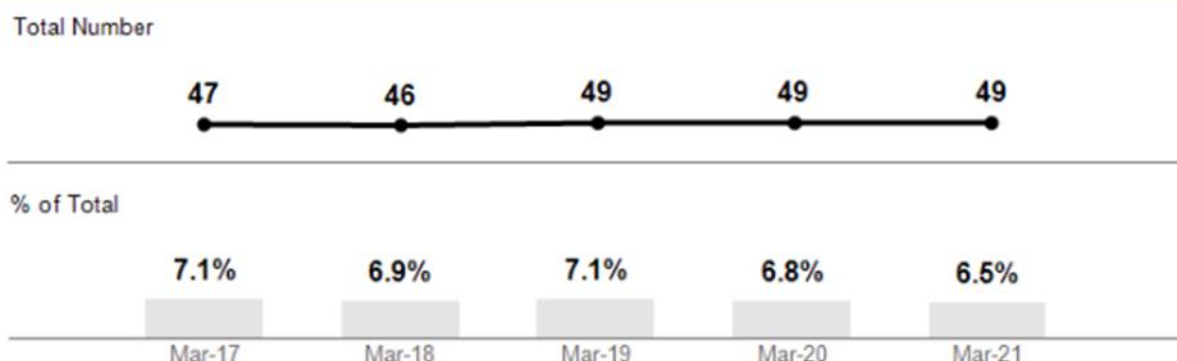
It is positive to see that the number of female managers has grown, including doubling in wholetime since last year. The biggest representation of female managers continues to be among professional support staff and Combined Fire Control.

We continue to work with our Female Operational Group that is chaired by a Firefighter. The group meets on a quarterly basis out of various locations to allow for as wide an attendance as possible. This ensures the voice of all our operational female firefighters is heard and that issues are taken back to the relevant areas. This includes but is not limited to:

- Uniform issues
- Fitness issues (following pregnancy)
- Promotion opportunities
- Sanitary provision
- Fertility treatment support

Through the introduction of the Inclusion Ambassador role and the Inclusion Steering Group, these issues are being taken to senior leaders on a regular basis.

Staff sharing a Disability



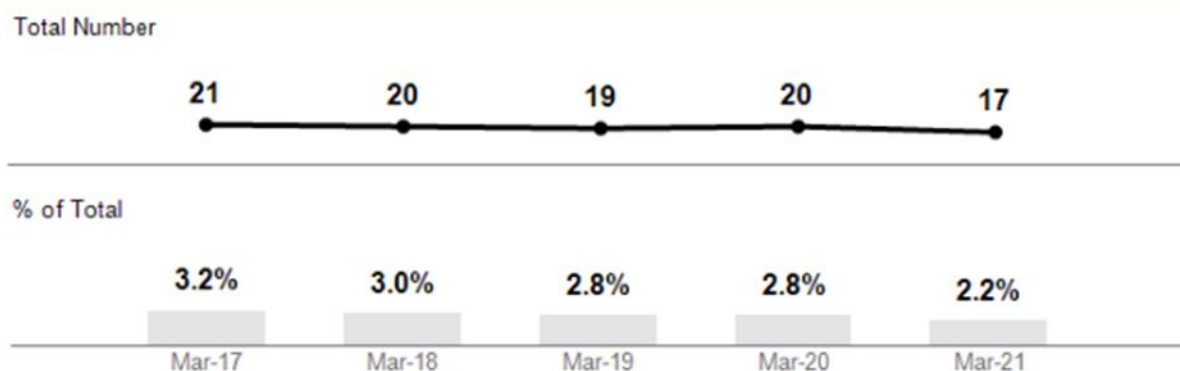
The number of disabled staff employed remains the same, albeit that the percentage has decreased slightly.

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 and we have level 2 accreditation. Under this scheme we have previously filled two work experience placements aimed at encouraging people back into work and have offered an internship through the Leonard Cheshire Change 100 programme.

Additional training has been provided for managers on understanding disability and managing/supporting reasonable adjustments. Whilst we provide coaching for staff with neuro-diverse conditions in all forms and the relevant adjustments made, we recognise that there is still a lot of stigma associated with these conditions. To help facilitate the conversation between the individual and their line manager we have a Workplace Adjustment Passport which is designed to encourage a more open conversation between the individual and their line manager.

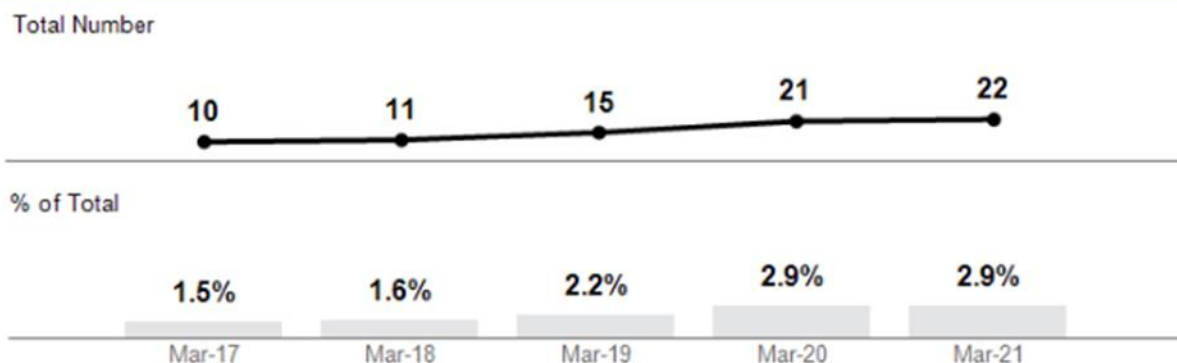
We have a Neurodiversity working group that meets bi-monthly and an Inclusion Ambassador for Neurodiversity that brings the topics they are working on to the Inclusion Steering Group of senior leaders.

Staff declaring an Other Religion or Belief



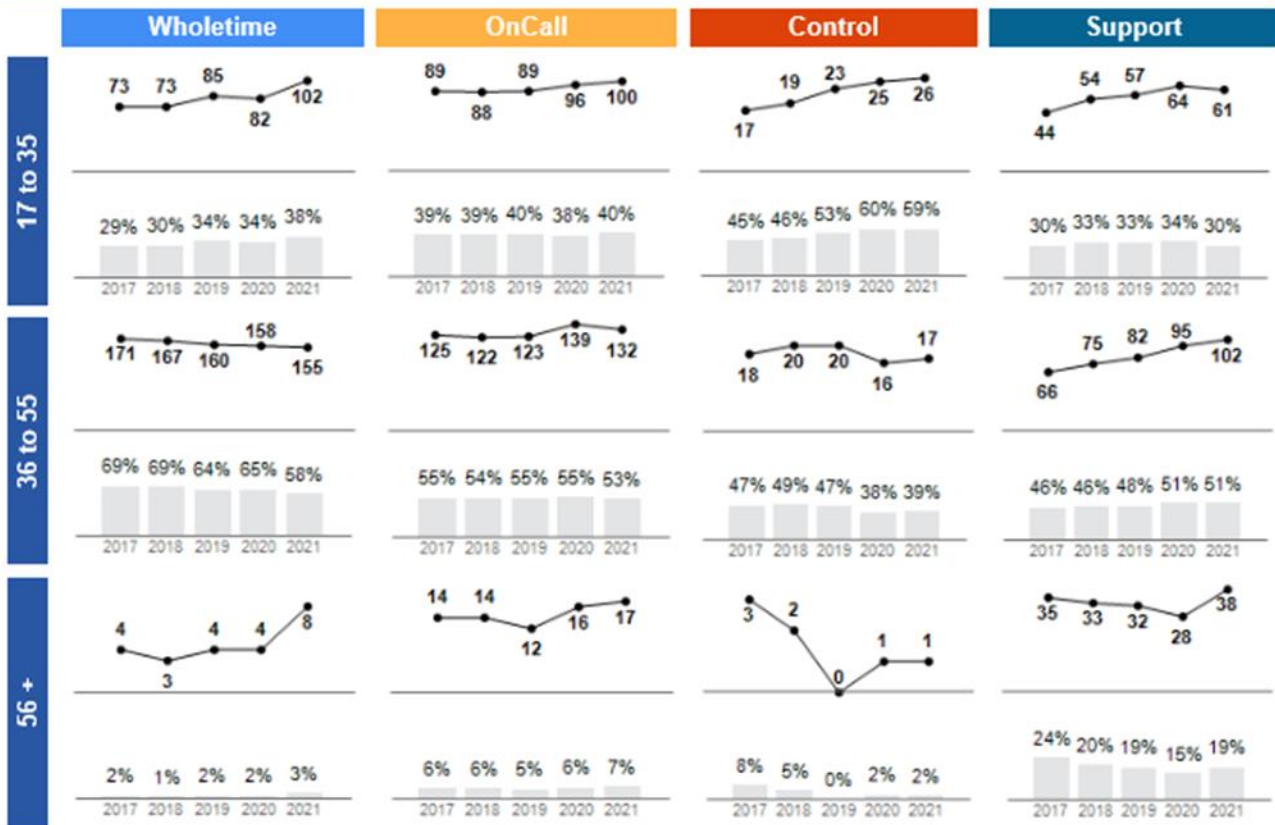
This decrease in numbers is due to two leavers and one self-declared change on the HR system. Of the 17 people, 76% were Other religion, 12% Muslim, 6% Buddhist and 6% Sikh.

Staff who identify as Lesbian, Gay or Bisexual



The last 5 years have seen a steady increase in staff who identify as lesbian, gay or bisexual. We support LGBT History month in February of each year in conjunction with our blue light colleagues and support local LGBT+ events and networks to show people of all sexual orientations that we are a welcoming and safe employer to work for.

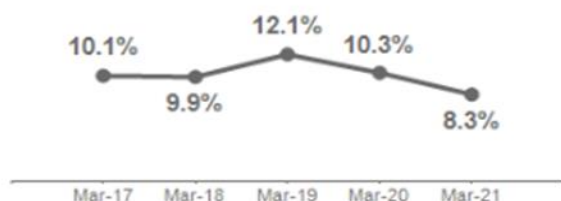
Age Profile



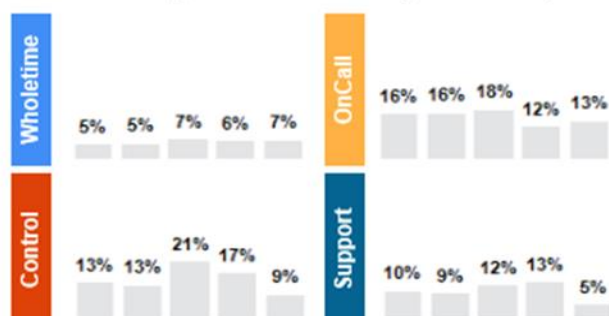
Recruitment, retirements and some staff turnover have all contributed to an increase in the younger age groups.

Staff Turnover

Overall Percentage Staff Turnover



Percentage Staff Turnover by Staff Group



Head Count by Main Job

Snapshot at	Wholetime	OnCall	Control	Support	Total
Mar-17	247	174	38	127	586
Mar-18	242	173	40	138	593
Mar-19	248	171	43	149	611
Mar-20	242	182	42	143	609
Mar-21	261	180	44	156	641

based on the number of people by their main staff group
-- a person is allocated to one staff group only --

Number of Leavers by Main Job

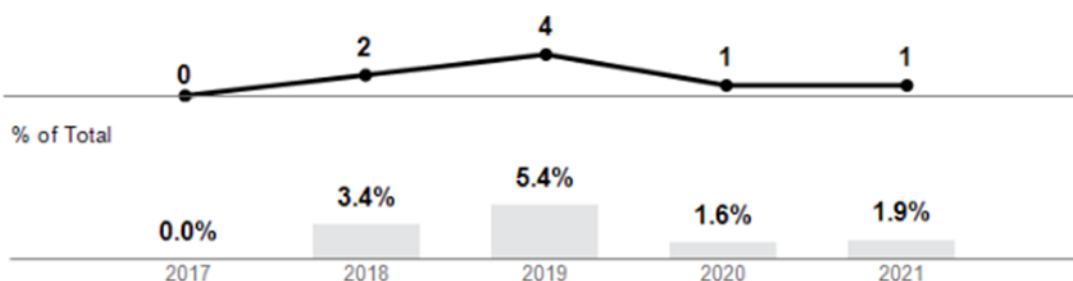
Year Ending	Wholetime	OnCall	Control	Support	Total
Mar-17	13	28	5	13	59
Mar-18	13	28	5	13	59
Mar-19	17	30	9	18	74
Mar-20	15	21	7	19	63
Mar-21	17	24	4	8	53

based on the number of people by their main staff group
-- a person is allocated to one staff group only --

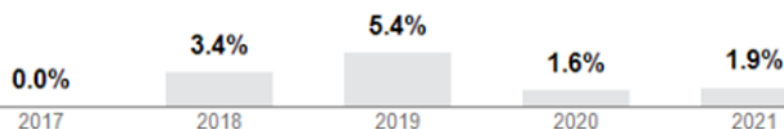
Staff turnover is the number of staff that have left the Service expressed as a percentage of the average annual staff number. In the last year turnover has decreased in Control and Professional Support. Wholetime sits at a steady 6-7% each year. On-call has increased slightly but it still well below where it was 2017-19. Exit data is sought from all leavers via a questionnaire and / or an exit conversation, and this is closely monitored to identify any trends or patterns. This includes close monitoring of the exit data for those with different protected characteristics.

Black and Minority Ethnic Leavers

Total Number



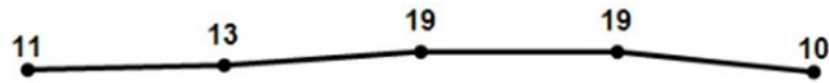
% of Total



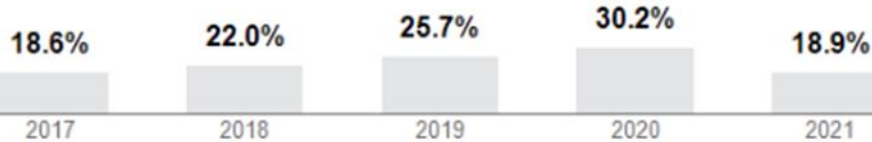
Analysis of the protected characteristics of leavers shows that we have held the decrease in black and minority ethnic staff turnover from last year.

Female Leavers

Total Number



% of Total

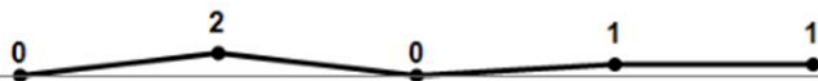


Rolling 12 months Ending	Wholetime		OnCall		Operational		Control		Support		Non-Operational		Total	
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Mar-17	0	0.0%	3	10.7%	3	7.3%	4	80.0%	4	30.8%	8	44.4%	11	18.6%
Mar-18	1	7.7%	0	0.0%	1	2.4%	4	80.0%	8	61.5%	12	66.7%	13	22.0%
Mar-19	2	11.8%	0	0.0%	2	4.3%	6	66.7%	11	61.1%	17	63.0%	19	25.7%
Mar-20	1	6.7%	5	23.8%	6	16.7%	6	85.7%	7	36.8%	13	50.0%	19	30.2%
Mar-21	0	0.0%	2	8.3%	2	4.9%	2	50.0%	6	75.0%	8	66.7%	10	18.9%

The number of women leaving has significantly decreased since last year and is now on par with the lowest it has sat at, five years ago.

Leavers who identify as Gay, Lesbian or Bisexual

Total Number

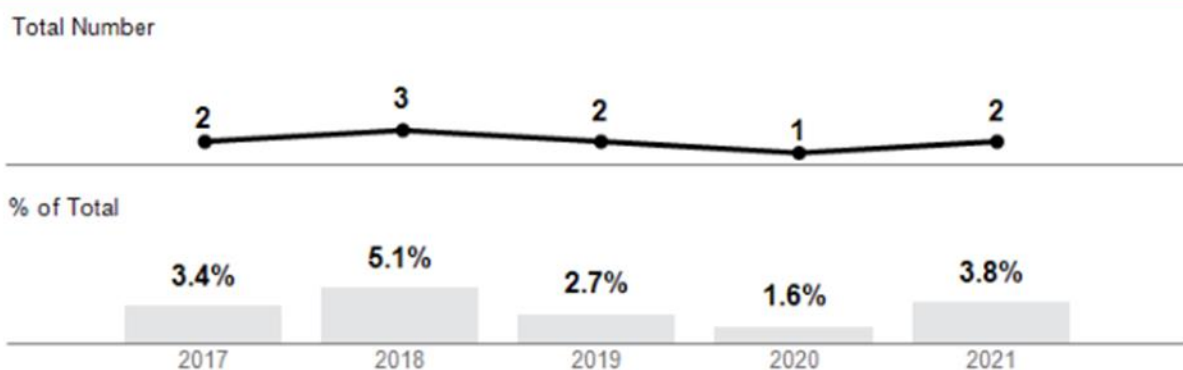


% of Total



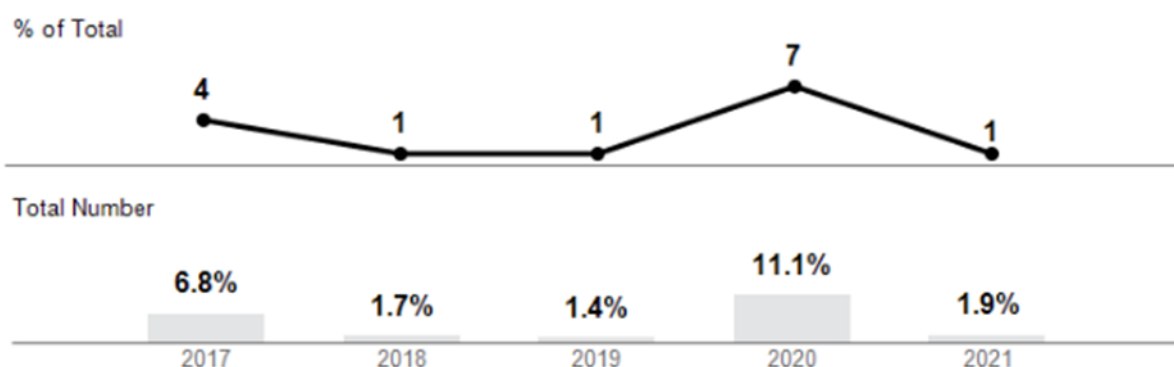
There was only one leaver last year that identified as Gay, Lesbian or Bisexual.

Leavers declaring an Other Religion or Belief



Only two leavers had identified as having an “Other religion or belief”.

Leavers sharing a Disability



Only one leaver had identified as having a disability.

Return to work after maternity leave

We had 11 colleagues on maternity leave during the period. 5 of these colleagues continued to be on maternity leave at the end of the reporting period and 6 had returned to work. None of the colleagues on maternity leave left the service.

Analysis of discipline and capability cases

Disciplinary Cases		Informal Outcome		First Formal Warning		Final Formal Warning		Dismissal	
Total Numbers		19/20	20/21	19/20	20/21	19/20	20/21	19/20	20/21
		11	4	3	2	0	0	2	1
Issue	Availability & Attendance	4	1	0	1	0	0	0	0
	Failure to comply with policy	1	0	0	0	0	0	0	0
	Dishonesty	0	0	0	0	0	0	0	1
	Inappropriate Behaviour	0	3	1	0	0	0	0	0
	Driving	0	0	0	0	0	0	0	0
	Capability	5	0	2	1	0	0	0	0
	Probation	1	0	0	0	0	0	2	0

We have analysed the protected characteristics of the staff involved in the disciplinary and grievance cases and are satisfied that there is no disproportionate activity.

Grievance Cases					
		2019/20		2020/21	
Total Numbers		8	Outcomes	12	Outcomes
	Process	6	1 partially upheld 0 not upheld 5 informally resolved	3	0 partially upheld 1 not upheld 2 informally resolved
	Bullying	0	0 partially upheld 0 not upheld 0 informally resolved	1	0 partially upheld 1 not upheld 0 informally resolved
	H&S	0	0 partially upheld 0 not upheld 0 informally resolved	7	2 partially upheld 4 not upheld 1 informally resolved
	Unfair Treatment	2	1 partially upheld 1 not upheld 0 informally resolved	1	1 partially upheld 0 not upheld 0 informally resolved

The increase in H&S grievances was due to concerns around COVID 19.

We have a network of RESPECT champions that were established to provide staff with a confidential route to discuss concerns about behaviour and to be signposted to different options for dealing with this. We will be asking for more RESPECT champions to backfill leavers and refreshing our RESPECT training. We also take part in the national Anti-Bullying week campaign.

5. Recruitment Data

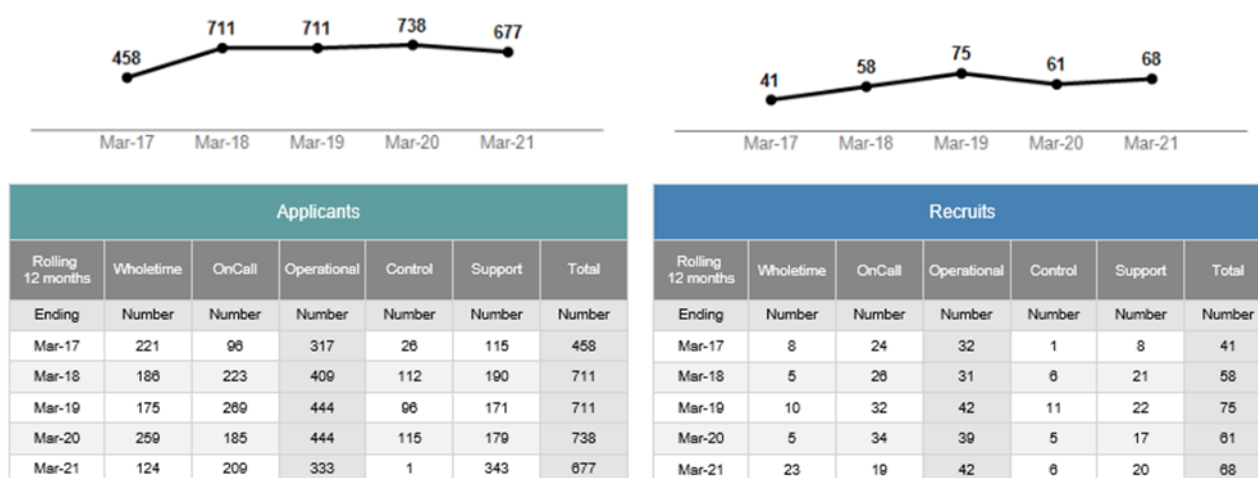
The following tables and graphs show the number of applicants and successful recruits for all staff groups.

Selection Standards

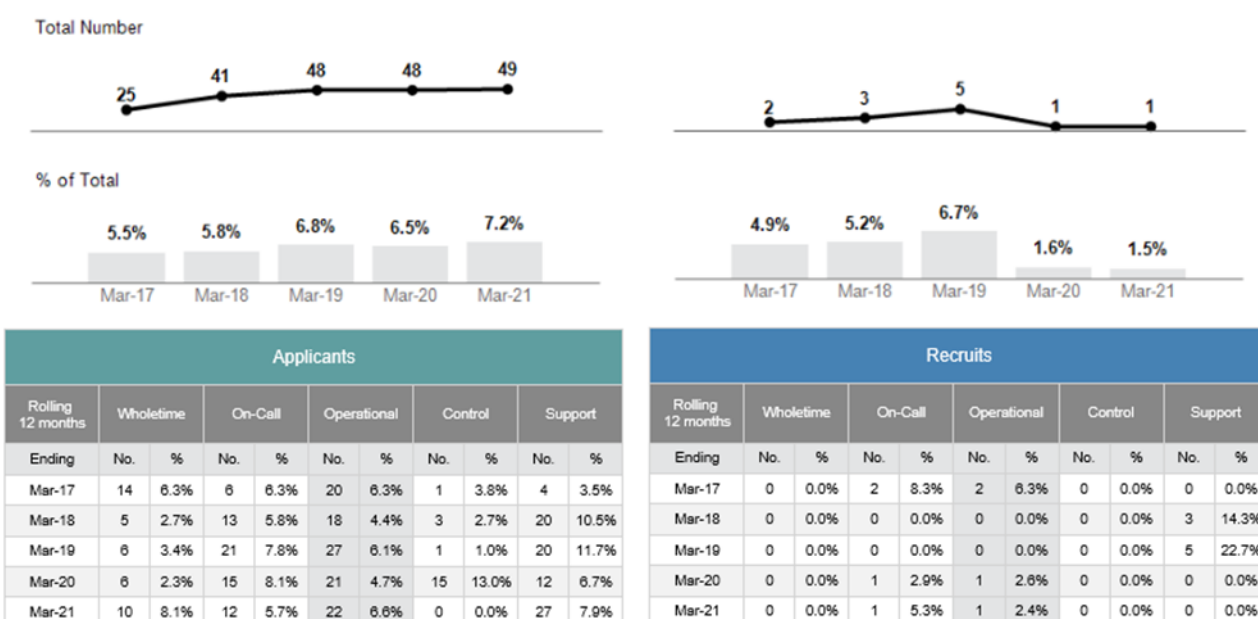
Panels of short listers and assessors must undergo assessor training before being allowed to interview or assess. Panels aim to reflect both professional support and operational managers which provides a gender balance – and often an experience balance.

Application forms are shortlisted with personal details like name, age, forms of address omitted and are scrutinised by the Recruitment Team.

Total number of Applicants and Recruits

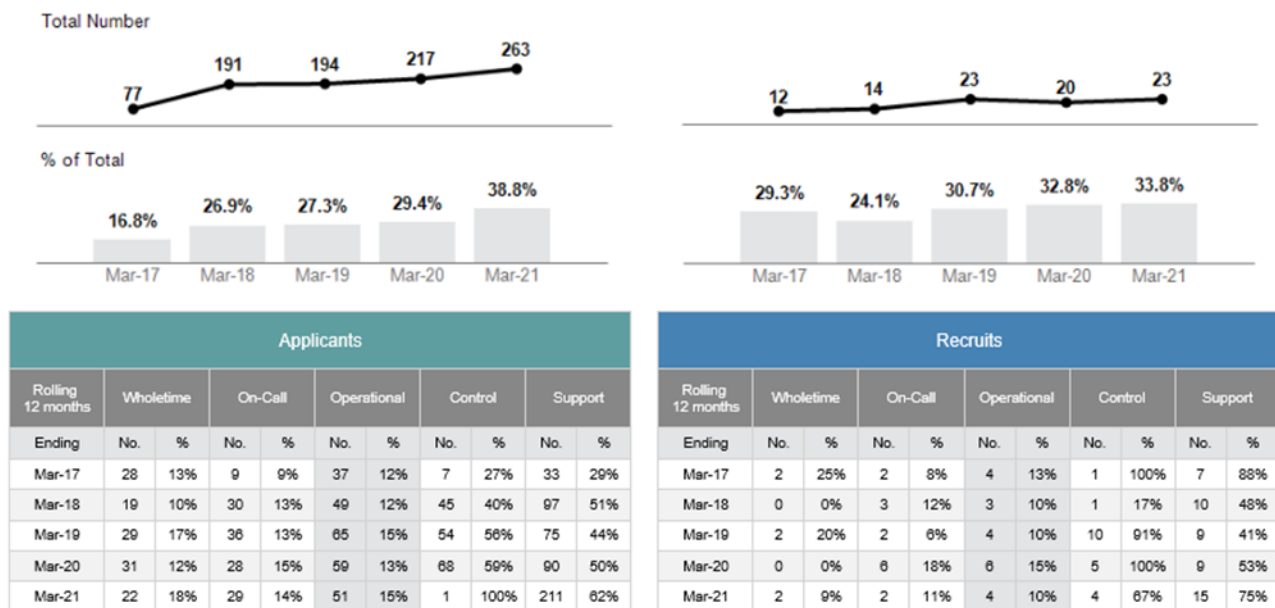


People with a Black and Minority Ethnic Background



The number of applications from black and minority ethnic candidates remains steady overall, it is great to see that applicants for wholetime and professional support has significantly increased, however the number of diverse recruits remains disappointingly low. Our review of barriers in recruitment and our positive action work will aim to improve this. We will also continue our inclusion work and are introducing an ethnic working group and a community forum to focus our efforts.

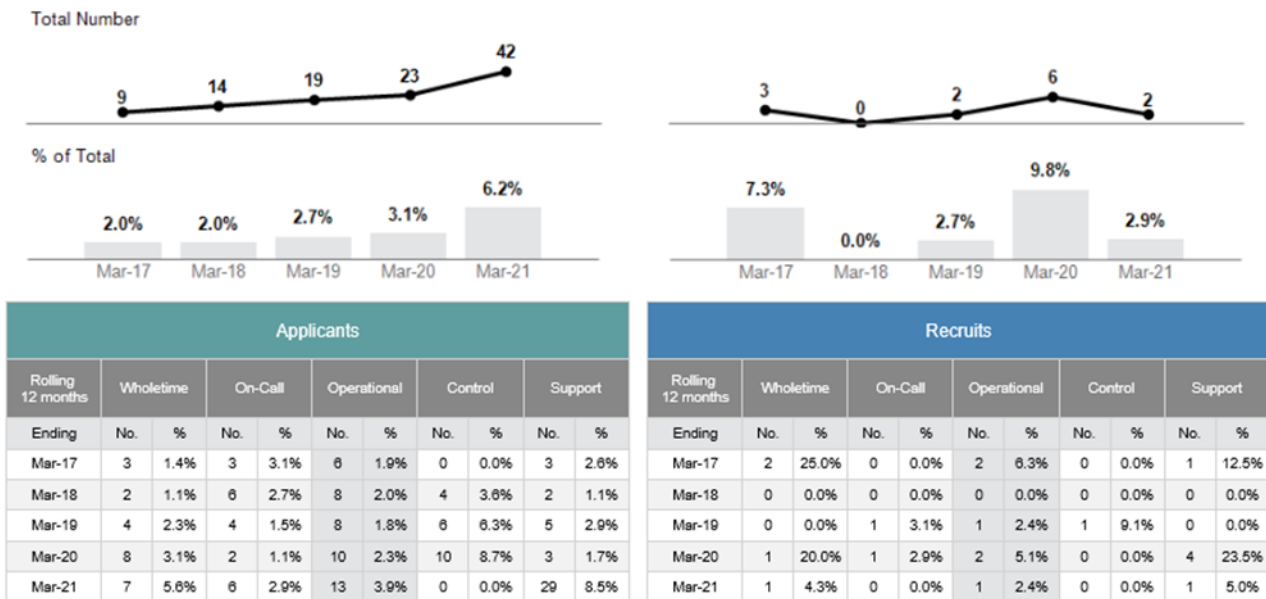
Female Applicants and Recruits



The number of women applying for posts continues to increase year on year, however the number of successful female applications has not risen proportionately.

We continue to review the equality impact of recruitment, selection and initial training processes to ensure there is no disadvantage to women or other groups who share a protected characteristic.

People sharing a Disability



The number of disabled applicants has significantly increased however the number of recruits has decreased. Improvements are still needed to ensure that disabled staff are proportionately represented in all areas of the Service.

Commitment to improving in this area is shown through our Disability Confident Scheme as well as support for new recruits with dyslexia and more education being made available to existing staff attaining a diagnosis has significantly risen.

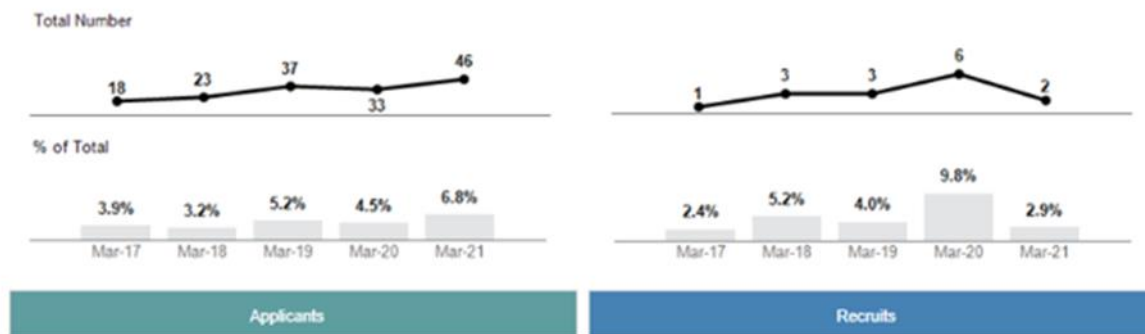
We have also created a new Neurodiversity working group and have a new Inclusion Ambassador role to take issues to senior leaders at the Inclusion Steering Group and to champion the value that people with neurodiverse conditions bring to our organisation.

People declaring an Other Religion of Belief



Applications have decreased since last year but remain above 2019, which is encouraging, however the number of recruits has decreased.

People who identify as Lesbian, Gay or Bisexual



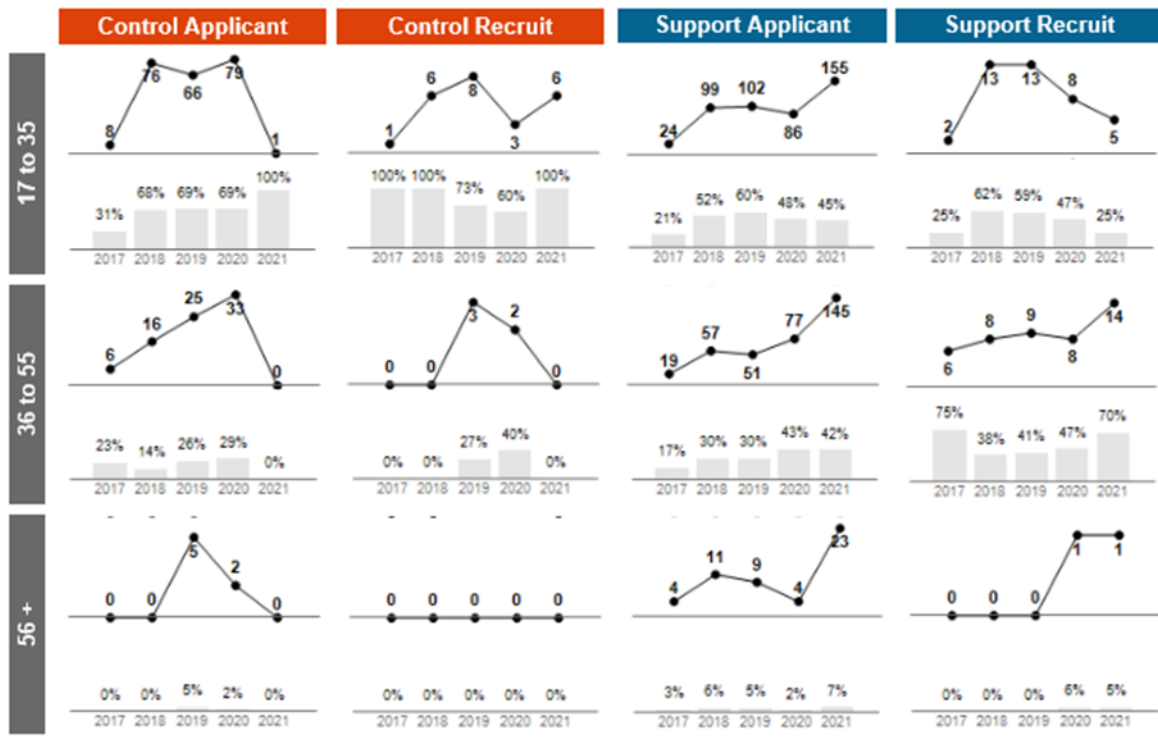
There was an increase in the number of applicants who declared that they identify as Lesbian, Gay or Bisexual, although the number of recruits decreased. Although Pride events were postponed in this year due to the pandemic, we plan to join them next year and we regularly include profiles and adverts in specific LGBT press as well as advertising selected vacancies through local LGBT groups.

Age Profiles



The age profile of wholetime applicants is similar year on year and it is interesting to note that most recruits are still likely to be in the 17-35 age group. The age profile for on-call applicants and recruits changed in the last year with more 17-35-year olds recruited.

Age Profiles



In Control, all recruits were in the 17-35 age bracket and in Support most recruits were in the 36-55 age bracket.

6. Gender Pay Gap

Employers of more than 250 staff are required to calculate and publish information about the gender pay gap in their organisation (Equality Act 2010).

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

- **Productivity:**
 - resilience payments paid to operational staff for providing additional operational cover under certain conditions.
- **Performance:**
 - performance related supplements paid to Area Commanders and Group Commanders.
 - honorariums potentially payable to any staff group member as a one-off payment in recognition of particularly good work or effort.

- **Incentive:**
 - Continuous professional development (CPD) payments to operational staff. This is not an automatic payment but dependent on evidence of CPD – hence interpreted as an incentive in accordance with LGA advisory bulletin 644 (January 17).

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).

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).

Cambridgeshire Fire and Rescue Service Gender Pay Gap

Difference in mean hourly rate of pay	2017	2018	2019	2020	2021
Mean hourly rate of pay for all male full-pay relevant employees	£18.25	£18.01	£18.11	£18.52	£19.06
Mean hourly rate of pay for all female full-pay relevant employees	£14.86	£15.24	£15.26	£15.76	£16.28
% Difference in mean hourly rate of pay	18.58%	15.38%	15.74%	14.90%	14.59%

Difference in median hourly rate of pay	2017	2018	2019	2020	2021
Median hourly rate of pay for all male full-pay relevant employees	£16.04	£15.75	£15.99	£16.39	£16.75
Median hourly rate of pay for all female full-pay relevant employees	£13.81	£13.97	£14.04	£14.77	£14.82
% Difference in median hourly rate of pay	13.90%	11.30%	12.20%	9.88%	11.54%

Commentary: The mean gender pay gap has seen a decrease since last year and at 14.59% is the lowest gap seen since reporting started in 2017. The mean gender pay gap is calculated by adding up all the hourly rates of pay and dividing that figure by the number of people.

The median is the number that falls in the middle of the range when everyone's hourly rates of pay are lined up from smallest to largest. This gap has increased slightly due to the number of male employees in the lower middle, upper middle and upper quartiles of pay (see table on page 30).

We recognise that there is a good news to celebrate that there has been more promotions offered and received within our female staff and there has also been a general uptake from female operational staff to stay with the service considerably longer and return to the service following maternity leave.

We will continue to seek to improve our gender pay gap and support the actions from our Women's working groups.

Difference in mean bonus pay	2017	2018	2019	2020	2021
Mean bonus pay paid during the relevant period to male relevant employees who were paid bonus pay during that period	£54.19	£56.52	£55.62	£59.89	£65.27
Mean bonus pay paid during the relevant period to female relevant employees who were paid bonus pay during that period	£53.88	£58.24	£50.09	£59.00	£69.71
% Difference in mean bonus pay	0.57%	-3.04%	9.94%	1.49%	-6.80%

Difference in median bonus pay	2017	2018	2019	2020	2021
Median bonus pay paid during the relevant period to male relevant employees who were paid bonus pay during that period	£47.08	£47.58	£48.50	£49.50	£50.50
Median bonus pay paid during the relevant period to female relevant employees who were paid bonus pay during that period	£47.08	£47.58	£48.50	£49.50	£51.98
% Difference in median bonus pay	0.00%	0.00%	0.00%	0.00%	-2.93%

Commentary: The gap in mean and median bonus pay this year is now into the negative for the first time since 2018. We recognise is due to a series of honorariums being paid to female staff including more female drivers, more returners from maternity leave and CPD payments. There has also been recruitment of women, promotions for female staff and a general uptake on female staff staying longer with the service.

Proportion of male and female employees who received bonus pay	2017	2018	2019	2020	2021
The number of male relevant employees who were paid bonus pay during the relevant period	317	291	290	303	336
The number of male relevant employees	516	506	525	519	526
<i>The proportion of male employees who received bonus pay</i>	61.43%	57.51%	55.24%	58.38%	63.88%
The number of female relevant employees who were paid bonus pay during the relevant period	34	25	36	31	56
The number of female relevant employees	131	131	135	140	157
<i>The proportion of female employees who received bonus pay</i>	25.95%	19.08%	26.67%	22.14%	35.67%

Commentary: The proportions of men and women who received bonus pay reflects the makeup of operational men and women in the Service.

Proportion of male and female employees according to quartile pay bands	2017	2018	2019	2020	2021
The number of male full-pay relevant employees in the lower quartile pay bands	110	106	109	108	113
The number of full-pay relevant employees in that quartile pay band	163	159	162	163	178
<i>Proportion of male employees in the lower quartile pay band</i>	<i>67.48%</i>	<i>66.67%</i>	<i>67.28%</i>	<i>66.26%</i>	<i>63.48%</i>
The number of female full-pay relevant employees in the lower quartile pay bands	53	53	53	55	65
The number of full-pay relevant employees in that quartile pay band	163	159	162	163	178
<i>Proportion of female employees in the lower quartile pay band</i>	<i>32.52%</i>	<i>33.33%</i>	<i>32.72%</i>	<i>33.74%</i>	<i>36.52%</i>
The number of male full-pay relevant employees in the lower middle quartile pay bands	124	117	125	133	129
The number of full-pay relevant employees in that quartile pay band	163	158	166	172	164
<i>Proportion of male employees in the lower middle quartile pay band</i>	<i>76.07%</i>	<i>74.05%</i>	<i>75.30%</i>	<i>77.33%</i>	<i>78.66%</i>
The number of female full-pay relevant employees in the lower middle quartile pay bands	39	41	41	39	35
The number of full-pay relevant employees in that quartile pay band	163	158	166	172	164
<i>Proportion of female employees in the lower middle quartile pay band</i>	<i>23.93%</i>	<i>25.95%</i>	<i>24.70%</i>	<i>22.67%</i>	<i>21.34%</i>
The number of male full-pay relevant employees in the upper middle quartile pay bands	134	145	149	138	143
The number of full-pay relevant employees in that quartile pay band	160	161	168	159	171
<i>Proportion of male employees in the upper middle quartile pay band</i>	<i>83.75%</i>	<i>90.06%</i>	<i>88.69%</i>	<i>86.79%</i>	<i>83.63%</i>
The number of female full-pay relevant employees in the upper middle quartile pay bands	26	16	19	21	28
The number of full-pay relevant employees in that quartile pay band	160	161	168	159	171
<i>Proportion of female employees in the upper middle quartile pay band</i>	<i>16.25%</i>	<i>9.94%</i>	<i>11.31%</i>	<i>13.21%</i>	<i>16.37%</i>
The number of male full-pay relevant employees in the upper quartile pay bands	148	138	142	140	141
The number of full-pay relevant employees in that quartile pay band	161	159	164	165	170
<i>Proportion of male employees in the upper quartile pay band</i>	<i>91.93%</i>	<i>86.79%</i>	<i>86.59%</i>	<i>84.85%</i>	<i>82.94%</i>
The number of female full-pay relevant employees in the upper quartile pay bands	13	21	22	25	29
The number of full-pay relevant employees in that quartile pay band	161	159	164	165	170
<i>Proportion of female employees in the upper quartile pay band</i>	<i>8.07%</i>	<i>13.21%</i>	<i>13.41%</i>	<i>15.15%</i>	<i>17.06%</i>

It is positive to see a continued increase in the proportion of females in the upper middle and upper quartiles of the pay bands. We have now more than doubled the number of females in the upper quartile pay band since reporting started in 2017. Recommendations from the equal pay audit carried out in 2018-19 were implemented and a full equality analysis was undertaken as part of the work to design a new management band pay scale.

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

Age Range



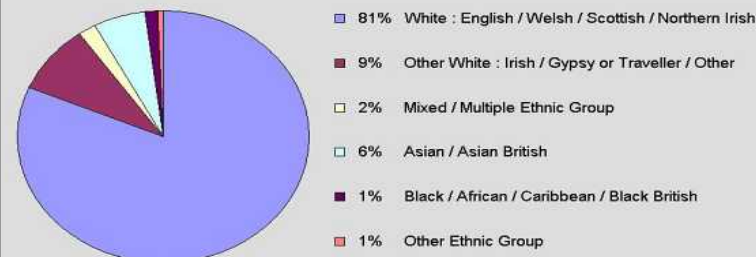
Long Term Health Problem or Disability

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

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

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

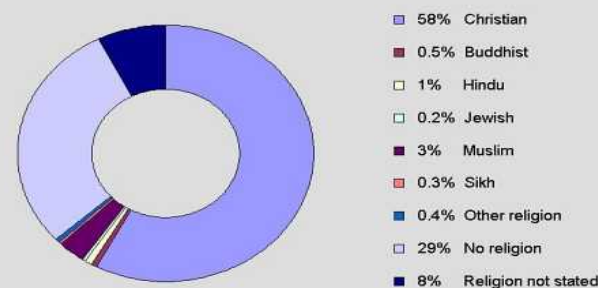
Ethnic Groups



First or Preferred Language aged 3 and over



Religion



Cambridge City District

Population : 123,867

Gender

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

Average Age
36 years

Median Age
31 years

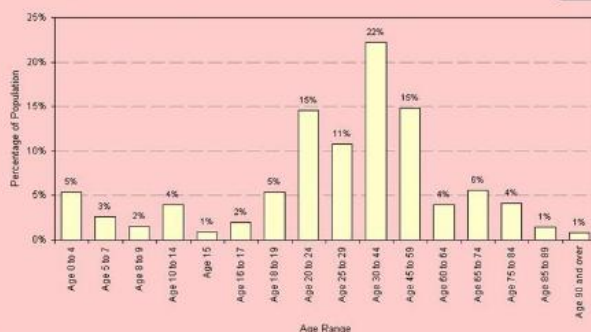
Long Term Health Problem or Disability

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

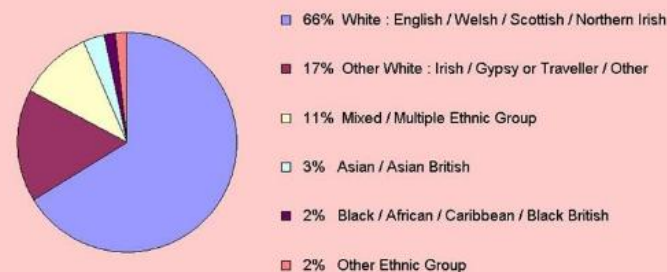
Day-to-day activities limited a little : 7% (9,266)

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

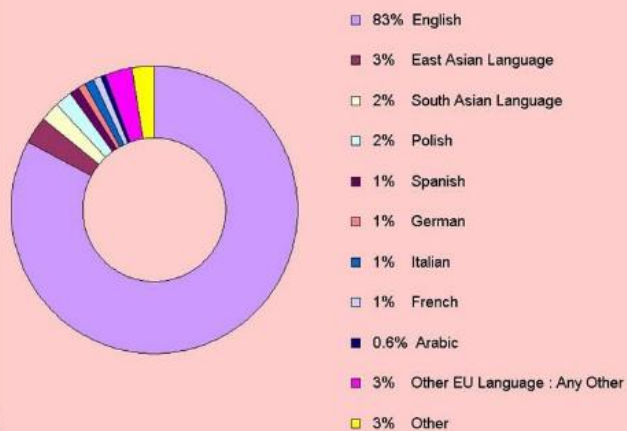
Age Range



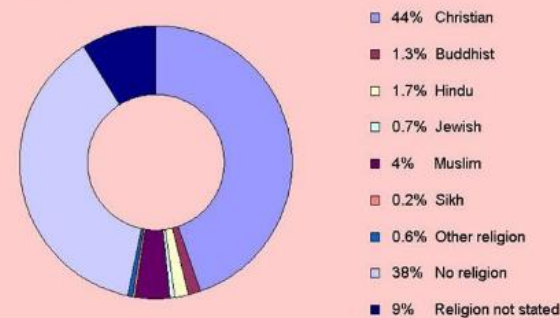
Ethnic Groups



First or Preferred Language aged 3 and over



Religion



Peterborough District

Population : 183,631

Gender

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

Average Age
37 years

Median Age
35 years

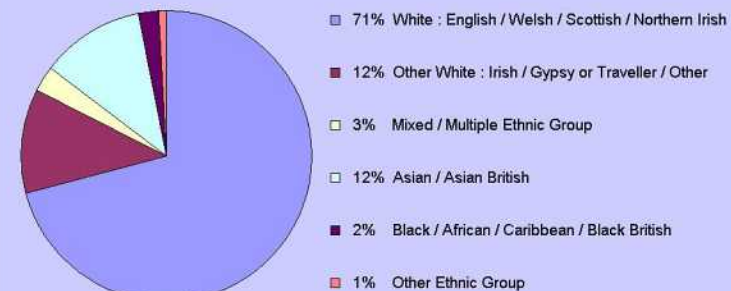
Age Range



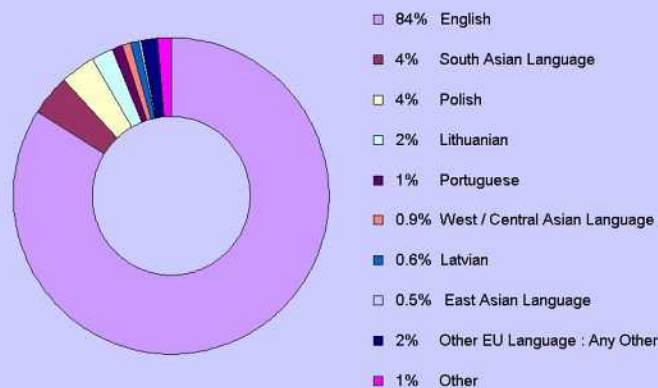
Long Term Health Problem or Disability

Day-to-day activities limited a lot : 8% (14,053)
Day-to-day activities limited a little : 9% (16,538)
Day-to-day activities not limited : 83% (153,040)

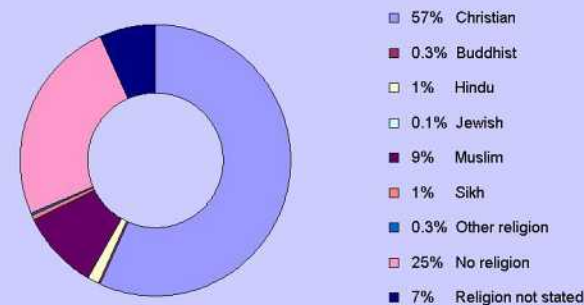
Ethnic Groups



First or Preferred Language aged 3 and over



Religion



To: Cambridgeshire and Peterborough Fire Authority

From: Overview and Scrutiny Committee Chair

Presenting officer(s): Overview and Scrutiny Committee Chair

Telephone 01480 444500

Mac.McGuire@cambridgeshire.gov.uk

Date: 4 November 2021

Draft Annual Governance Statement 2020/21

1. Purpose

- 1.1 The purpose of this report is to provide the Fire Authority with a draft Annual Governance Statement (AGS) for 2020/21 for approval.

2. Recommendation

- 2.1 The Authority is asked to approve the AGS, attached at Appendix 1, for external publication.

3. Risk Assessment

- 3.1 Legal – the Authority has a responsibility to comply with the Accounts and Audit Regulations 2015, as well as having regard to the requirements of the Delivering Good Governance in Local Government Framework 2016 (CIPFA/SOLACE). The AGS sets out how we comply with the legislation and framework and identifies any areas for improvement in the coming year.

4. Background

- 4.1 The Accounts and Audit Regulations 2015 set out requirements relating to the Authority's systems of internal control and the annual review and reporting of those systems.
- 4.2 The regulation requires all local authorities to have a sound system of internal control, which includes how risks are managed. Additionally all local authorities must conduct a review of their internal control effectiveness at least annually. Following this review, the Authority must approve an AGS that accompanies the Statement of Accounts.

5. Governance

- 5.1 Governance is about doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner. Good governance underpins good performance, stewardship of public money and public

engagement; ultimately, good governance enables good outcomes for citizens and service users.

- 5.2 The CIPFA/SOLACE framework provides a structure on how local authorities approach governance and guidance on the structure and layout of an AGS which we have incorporated where appropriate in the production of Appendix 1.
- 5.3 The framework sets out the following governance requirements that an authority must ensure are in place;
- its policies are implemented in practice,
 - its values and ethical standards are met,
 - laws and regulations are complied with,
 - required processes are adhered to,
 - financial statements and other published information are accurate and reliable,
 - human, financial and other resources are managed effectively and efficiently,
 - high quality services are delivered efficiently and effectively.
- 5.4 In order to meet the framework, local authorities are expected to do the following;
- review the existing arrangements against the framework,
 - maintain a local code of governance including arrangements for ensuring its on-going application and effectiveness,
 - prepare an AGS in order to report publicly on the extent to which they comply with their own code on an annual basis, including how they have monitored the effectiveness of their governance arrangements in the year and on any planned changes in the next period.
- 5.5 Since the last AGS, CIPFA has published a guidance bulletin concerning the impact of the continuing COVID-19 pandemic on governance in local government bodies and the requirements of the framework. The bulletin also takes into account the introduction during 2020/21 of the CIPFA Financial Management Code 2019. The Service has been cognisant of these documents in the production of the AGS.
- 5.6 In accordance with the current Cambridgeshire and Peterborough Fire Authority Terms of Reference, the Overview and Scrutiny Committee, at its meeting on 7 October 2021, scrutinised the AGS. The Members present agreed to recommend its' publication to the Authority without further comment.

Source Documents

Delivering Good Governance in Local Government Framework 2016 (CIPFA/SOLACE)

Accounts and Audit Regulations 2015

CIPFA Financial Management Code 2019

CIPFA Bulletin 06

Location:
Hinchingsbrooke Cottage
Brampton Road
Huntingdon

Contact:
Matthew Warren
01480 444619
matthew.warren@cambsfire.gov.uk



ANNUAL GOVERNANCE STATEMENT 2020/21

1. Scope of Responsibility

The Authority is responsible for ensuring that its business is conducted in accordance with the law and proper standards and that public money is safeguarded, properly accounted for and used economically, efficiently and effectively. The Authority also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having due regard to a combination of economy, efficiency and effectiveness.

In discharging this overall responsibility, the Authority is also responsible for putting in place proper arrangements for the governance of its affairs and facilitating the effective exercise of its functions that includes ensuring a sound system of internal controls is maintained throughout the year and that arrangements are in place for the management of risk. In exercising this responsibility the Authority also relies on the Chief Fire Officer to support the governance and risk management processes.

The Authority has approved and adopted a code of corporate governance, which is consistent with the principles of the Delivering Good Governance in Local Government Framework 2016 (CIPFA/SOLACE). A copy of the code is on our website at:

<http://www.cambsfire.gov.uk/documents/FA - Code of Governance.pdf>

This statement explains how the Authority has complied with the code and also meets the requirements of Accounts and Audit (England) Regulations 2015, in relation to the publication of a statement of internal control.

2. The Purpose of the Governance Framework

The governance framework comprises the systems and processes and culture and values by which the Authority is directed and controlled and its activities through which it accounts to, engages with and leads the community. It enables the Authority to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost-effective services.

The system of internal controls is a significant part of that framework and is designed to manage risk to a reasonable and foreseeable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal controls is based on an ongoing process designed to identify and prioritise the risks to the achievement of the Authority's policies, aims and objectives, evaluate the likelihood of those risks being

realised and the impact should they be realised and to manage them efficiently, effectively and economically. The governance framework has been in place at the Authority for the 12 months ending 31 March 2021 and the Head of Internal Audit opinion was:

- The organisation has an adequate and effective framework for risk management, governance and internal control;
- However, our work has identified further enhancements to the framework of risk management, governance and internal control to ensure that it remains adequate and effective.

3. The Governance Framework

The key elements of the systems and processes that comprise the Authority's governance arrangements include:

- A vision that clearly sets out our purpose and to which the Authority's objectives and priorities are directly related.
- The Authority's core objectives and priorities are set out in its Integrated Risk Management Plan (IRMP). The IRMP is focused over a period of four years and details an action plan after consideration of our vision, excellence statements and risks and opportunities. The actions within the plan are monitored and managed by the Programme Board and the Excellence Working Groups.
- The Authority's core objectives cascade through departmental and group plans to individual performance management plans. In addition, they set out the key activities and related targets for each group and the measure of success that will evidence achievement of these. For each activity target start and finish dates and lead Officer are identified. This document becomes, in effect, the action plan for the work of that group. These plans are then further refined into station and team plans.
- Arrangements for establishing clear channels of communication with all sections of the community and other stakeholders, ensuring accountability and encouraging open consultation.
- Programme and project management embedded throughout the Service to ensure effective implementation of strategic projects and efficiency gains are realised and recorded.
- Strategy Boards for property and ICT which oversee both areas owing to the significant on-going expenditure in both areas.
- An Annual Report/Statement of Assurance which looks back at the previous year to see how we performed and details priorities for the current year.
- A continuous performance cycle that focuses on objectives and the introduction of new business critical projects, whilst managing business as usual. The system seeks

to manage conflicts of resources, whilst updating objectives to reflect the revised priorities.

- Having embedded arrangements for whistle blowing and for receiving and investigating complaints from the public.
- Ensuring the Authority's financial management arrangements conform to the governance requirements of the CIPFA Statement on the Role of the Chief Financial Officer in Local Government (2016).
- A partnership strategy designed to ensure all partnership activities are appropriate and will contribute to the Authority's key objectives.
- Performance management reviews undertaken quarterly highlighting performance against the agreed targets.
- A system of internal control which comprises a network of policies, procedures, reports and processes. These arrangements clarify the Authority's vision, objectives, priorities, risk management arrangements, performance management processes and financial controls and aim to ensure compliance with relevant laws and regulations, internal policies and procedures and that expenditure is lawful.
- An integrated risk management strategy and framework that ensure effective management of strategic, programme and project risks.
- Identification of the Authority's business continuity function and responsibilities with regard to the Civil Contingencies Act and preparation of business continuity plans.
- Clear scheme of delegation that sets out the roles and responsibilities of the executive, non-executive, scrutiny and Officer functions together with protocols for effective communication.
- Arrangements for developing, communicating and embedding codes of conduct, defining standards of behaviour for Members and staff.
- The financial management of the Authority and the reporting of financial management to the Policy and Resources Committee.
- The performance management framework of the Authority and the reporting of performance management to the Overview and Scrutiny Committee. This receives regular performance indicator reports and undertakes the core functions of an audit committee, as identified in CIPFA's Audit Committees: Practical Guidance for Local Authorities and Police (2018).
- An internal quality assurance function that targets areas of risk and recommends improvement measures. This function also considers legislation compliance annually.
- Accreditation by the British Standards Institute for Business Continuity, Information Security, Health and Safety and Environmental Management.

More specifically, the Authority's internal financial control is exercised through:

- A written scheme of delegation from the Authority to Officers.
- A scheme of financial management which includes financial regulations governing how Officers conduct financial affairs and contract regulations which detail fully the responsibilities of Officers in ensuring that contract procedures comply with legal requirements, achieve value for money, promote public accountability and deter corruption.
- A comprehensive budgeting system.
- An Overview and Scrutiny Committee, which has responsibility for performing scrutiny reviews on key projects and issues.
- The submission of quarterly budgetary control reports to the Policy and Resources Committee.
- The production of annual local performance indicators which are reviewed by Heads of Group and the Chief Officer Group.

4. Review of Effectiveness

The Authority has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control. The review of the effectiveness of the system of internal control is informed by the work of the internal auditors and the managers within the Authority who have responsibility for the development and maintenance of the governance environment and also by comments made by the external auditors in their annual audit letter and other reports, other review agencies and inspectorates.

In this regard the Authority retains, contractually, the internal audit services of RSM Risk Assurance Services LLP to provide an independent appraisal function to review and report on the effectiveness of the systems of internal controls within the Authority. The internal audit team works to defined professional standards, particularly those promulgated by CIPFA in its Code of Practice for Internal Audit in Local Government. The Internal Audit Plan is prepared on the basis of a formal risk assessment and the internal auditor reports directly to the Authority via the Overview and Scrutiny Committee on both the proposed plan and the main outcomes of audit work.

The external auditor reports and delivers plans and an annual letter to the Authority via the Overview and Scrutiny Committee.

A full review of the Authority's strategic risk strategy, process and register has been undertaken. The reviewed strategy and policy has been approved by the Policy and Resources Committee.

Our internal auditors have carried out sufficient audit work to draw a reasonable conclusion on the adequacy and effectiveness of the Authority's governance arrangements.

We have been advised on the implications of the result of the reviews of the effectiveness of the governance framework and a plan to address weaknesses and ensure continuous improvement of the system is in place.

Progress made against Governance Issues identified in 2019/20

- CFRMIS – Collection and Update of Risk Information following the HMICFRS Review (partial assurance) – improvement of specific data entries, monitoring workflow and reduce duplication. Further, improve procedures and guidance and work to produce and deliver against an action plan. Little progress has been made due in part to the transfer of system ownership and the availability of a suitably qualified manager to address the weaknesses identified. The Authority will continue to closely monitor the situation and are confident progress will improve in the next reporting period.
- Human Resources – Training, Recording and Competency System (partial assurance) – improve currency of training policies and review schedule cognisant of national guidance and best practice controls. Reasonable progress has been made with five of the eight agreed management actions being completed. Work continues to fully implement the remainder.

Significant Governance Issues for 2020/21

The internal audit work has been undertaken during a period of ongoing substantial disruption due to the COVID-19 pandemic and the annual opinion should be read in this context. The pandemic has had a significant impact on both the operational aspects of the Service, its risk profile and associated activities.

Notwithstanding this, the auditor did not identify any significant governance issues for inclusion in this statement.

5. Other Considerations

The Authority will continue to take action to deal with governance issues relating to:

- Progression with the build of a new training centre and community fire station at St John's in Huntingdon to include all aspects of project construction, spend and disposal options for the current site;
- Progression with wider property portfolio collaboration opportunities;
- Monitoring the progress of central government consultations into fire sector reform and public inquiry's into events that affect the emergency services for example, Grenfell Tower and Manchester Arena and be prepared to act on the outcome(s) once known.

6. Coronavirus (COVID-19) Arrangements

At the time of writing, the Service is managing its recovery phase and remains flexible in its approach to operational resilience and arrangements to deal with service demand in a changing local and national situation. Organisational activities and facility use are subject to robust risk reviews before being undertaken or re-opened and the wellbeing of all staff remains of paramount importance to the Authority.

During the reporting period Authority meetings were held virtually and made available to the public via social media channels. In response to the guidance issued by central government in early 2021, physical Authority meetings resumed on 23 June 2021. The Authority will continue to adhere to this guidance and put the necessary control measures in place to safeguard attendees.

7. Conclusion

Based on the opinion of the Head of Internal Audit and our own ongoing work, we are satisfied that our arrangements for governance, risk management and control are adequate and effective.

We propose over the coming year to take steps to address the above matters to further enhance these arrangements and will monitor the implementation and operation of improvements.

Chris Strickland
Chief Fire Officer and Chief Executive
Date: 4 November 2021

Councillor E Murphy
Chair Cambridgeshire and Peterborough Fire Authority
Date: 4 November 2021

To: Cambridgeshire and Peterborough Fire Authority

From: Deputy Chief Executive Officer - Matthew Warren

Presenting officers(s): Deputy Chief Executive Officer - Matthew Warren

Telephone 01480 444619
matthew.warren@cambsfire.gov.uk

Date: 4 November 2021

Revenue and Capital Budget Monitoring Report 2021/22

1. Purpose

- 1.1 The purpose of this report is to provide the Fire Authority with an update on revenue and capital spending as at 30 September 2021.

2. Recommendation

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

3. Risk Assessment

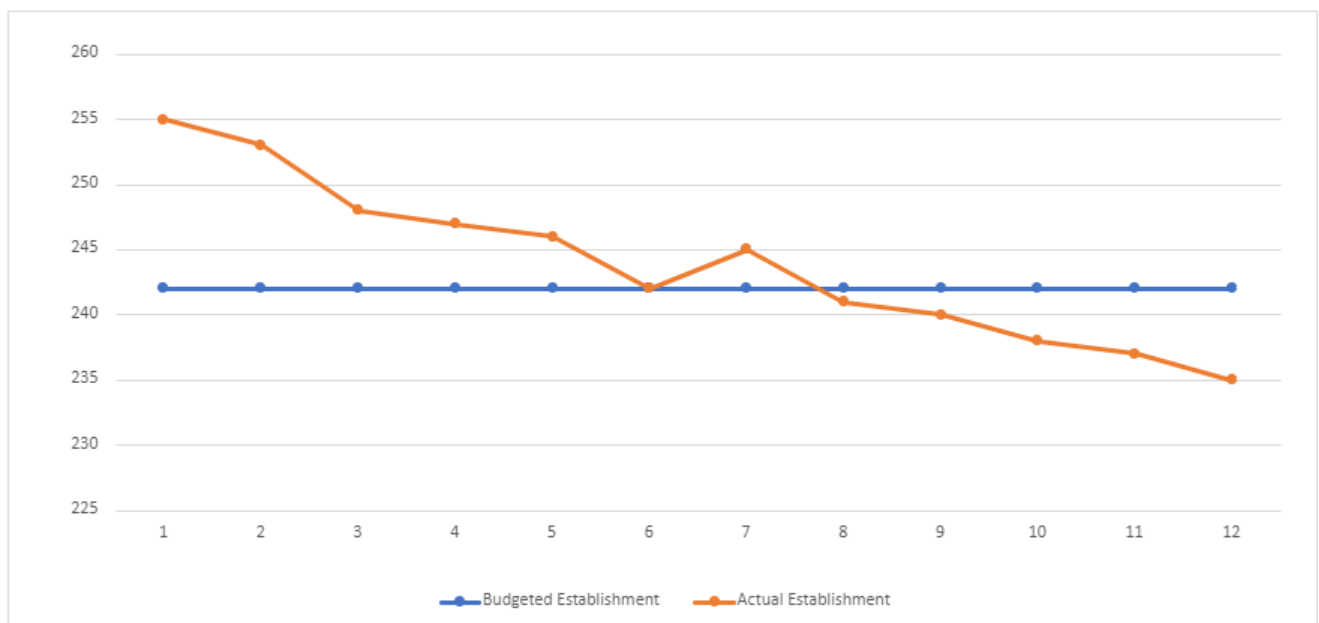
- 3.1 No specific risks are associated with this report.

4. Background

- 4.1 The budget for 2021/22 was approved at the Fire Authority meeting held in February 2021. The total budget was set at £30.682m with a total precept of £21.4m. The proposed budget did not include any pay award inflation in accordance with Government guidance at the time of preparation; the impact of a 1% pay award on the budget is a pressure of £250k.
- 4.2 At its meeting in June 2021 the Authority approved a revenue carry forward of £1.411m. The carry forward included grant income of £0.354m. The revised revenue budget for the 2021/22 financial year is therefore £32.09m.
- 4.3 A budgetary control summary showing the main variations to the end of June 2021 is attached at Appendix 1. The carry forwards highlighted in Paragraph 4.2 above have been incorporated into the current year budgets.

5. Update – Revenue Expenditure

- 5.1 The budget for full-time firefighters is showing an overspend at present. The overspend includes the pay award agreed with the Fire Brigades Union (FBU) of 1.5%. This will be applied from July 2021 and will continue to add pressure to the budget as it wasn't budgeted for. The budget is being closely monitored and this trend of overspending is expected to level off as we move through the financial year. The spend to date includes expenditure on overtime that relates to training on the new turntable ladders which are now operational. The Service has introduced control measures to monitor and manage overtime along with robust modelling of future recruitment to ensure control is exercised over this budget whilst maintaining crewing levels at an appropriate level. In the short-term, the remaining operational reserve will be used this financial year to fund the overspend. The graph below shows the anticipated establishment levels as we move towards the end of year, which demonstrates a reduction in budget pressure.



- 5.2 The budgets for other employee groups are balanced to the end of the first quarter of the financial year. However, it is worth highlighting that the budget, as shown, does not include any allowance for a pay award. It is forecast that a pay award will now be paid that is contrary to the original Government advice given in the autumn of 2020.
- 5.3 The premises budget is currently underspent by £166k. The business rates for the Service have been subject to a full review and have been reduced as a result. The on-going savings will be £50k per annum, with the Service due a significant retrospective refund. Energy costs are currently subject to inflationary pressures and will continue to be incurred throughout the financial year, so these underspends will reduce.

- 5.4 The significant underspend relates to vehicle insurance which will continue to be incurred through the financial year by way of excess on claims.
- 5.5 The supplies and services budget is showing an underspend. This is owing to the expenditure against specific ICT contracts that tend to be incurred later in the financial year. This underspend will reduce but will be monitored closely.
- 5.6 The operational fire budget relates to On-Call firefighter expenditure. This expenditure fluctuates according to demand and will be monitored through the financial year.

6. Update - Capital Expenditure and Financing

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

		Original Budget	Carry Forwards	Revised Estimate	Total Committed to Date
		£000's	£000's	£000's	£000's
Expenditure					
Vehicles	6.2	2,258	107	2,365	744
Land and Buildings	6.3	7,172	234	7,406	863
Equipment	6.4	272	197	469	188
IT and Communications	6.5	775	91	866	293
					0
		10,477	629	11,106	2,088
Financing					
Capital Receipts		-457	0	-457	-457
Loan		-2,550	0	-2,550	0
Application of General Reserve		-6,833	0	-6,833	-365
Revenue Contribution		-637	-629	-1,266	-1,266
		-10,477	-629	-11,106	-2,088

- 6.2 This budget covers the purchase of operational and non-operational vehicles. The Service is currently reviewing its fleet and the outcome of this review will be presented to the Authority later this financial year as part of a broader review of the Authority's approach to environmental sustainability.
- 6.3 This budget covers the maintenance of existing properties and investment in new facilities. The Huntingdon community fire station and training centre project is a

significant part of this budget and is being funded from the Property Development Reserve.

- 6.4 The equipment expenditure relates to heavy duty rescue equipment, thermal cameras and defibrillators.
- 6.5 The IT and Communications capital budget covers the purchase of major IT systems, hardware and the upgrade of communications equipment. The purchase and implementation of the new incident command and control system and mobilisation system is included within this budget.

Source Documents

Revenue and Capital Budget Position 2021/22

Location:

Hinchingbrooke Cottage
Brampton Road
Huntingdon
PE29 2NA

Contact:

Deb Thompson
Scrutiny and Assurance Manager
deb.thompson@cambsfire.gov.uk

Appendix 1

Description	Paragraph Reference	Revised Budget £	Budget to Date £	Actual to Date £	Variance £	Variance %
Full Time Firefighters		12,880,581	6,485,987	6,767,951	281,964	4%
Control Room Staff		1,651,570	822,613	862,394	39,781	5%
Local Govt. Employees		3,316,844	1,466,054	1,490,067	24,013	2%
Senior Management (Hay)		3,576,104	1,853,084	1,893,390	40,306	2%
Recruitment & Training		826,329	508,338	281,752	-226,586	-45%
Fire Allowances		680,740	333,245	367,421	34,176	10%
EMPLOYEE COSTS	5.1 - 5.2	22,932,168	11,469,321	11,662,976	193,655	2%
Property Maintenance		351,767	180,798	132,729	-48,069	-27%
Insurance		73,840	43,048	28,967	-14,081	-33%
Energy Costs		319,780	154,565	104,889	-49,676	-32%
Cleaning		60,867	15,387	17,945	2,558	17%
Rents & Rates		613,740	613,740	557,095	-56,645	-9%
PREMISES	5.3	1,419,994	1,007,538	841,625	-165,913	-16%
Car & Cycle Allowances		68,960	34,488	24,391	-10,097	-29%
Vehicle Running Expenses		177,054	89,086	88,179	-907	-1%
Vehicle Insurance		178,590	101,370	77,723	-23,647	-23%
TRANSPORT AND MOVEABLE PLANT	5.4	424,604	224,944	190,293	-34,651	-15%
Office Expenses		314,610	158,302	87,135	-71,167	-45%
IT & Communications Equip.		2,154,021	1,465,424	774,688	-690,736	-47%
Fire Equipment		363,418	164,684	93,631	-71,053	-43%
Uniforms & Clothing		394,194	199,672	133,742	-65,931	-33%
Other Supplies & Services		2,061,878	721,392	516,829	-204,563	-28%
SUPPLIES AND SERVICES	5.5	5,288,121	2,709,474	1,606,024	-1,103,450	-41%
CONTROLLABLE EXPENDITURE		30,064,887	15,411,277	14,300,917	-1,110,360	-7%
Other Income		-1,584,100	-474,831	-563,536	-88,705	19%
Other Government Grants		-1,538,510	0	19,264	19,264	0%
CONTROLLABLE INCOME		-3,122,610	-474,831	-544,272	-69,441	15%
NET CONTROLLABLE EXPENDITURE		26,942,277	14,936,446	13,756,646	-1,179,800	-8%
Debt Charges		1,266,278	235,153	54,467	-180,686	-77%
External Interest		-90,000	-25,416	-2,044	23,372	-92%
CAPITAL FINANCING		1,176,278	209,737	52,423	-157,314	-75%
Pensions - Lump Sums		659,580	329,790	354,141	24,351	7%
Operational Fire Budget		3,271,381	1,621,012	1,505,759	-115,253	-7%
SAFETY-NETTED EXPENDITURE	5.6	3,930,961	1,950,802	1,859,901	-90,901	-0
NET EXPENDITURE		32,049,516	17,096,985	15,668,970	-1,428,015	-8%

To: Cambridgeshire and Peterborough Fire Authority

From: Deputy Chief Executive Officer - Matthew Warren

Presenting Officer(s): Deputy Chief Executive Officer - Matthew Warren

Telephone 01480 444575
matthew.warren@cambsfire.gov.uk

Date: 4 November 2021

Relocation of Huntingdon Fire Station and Training Centre

1. Purpose

- 1.1 The purpose of this report is to provide an update to the Fire Authority on the relocation of the current community fire station and training centre site based in Huntingdon to a new site at St Johns Business Park, also in Huntingdon. The report also provides an update on progressing the sale of the current site.

2. Recommendation

- 2.1 The Fire Authority is asked to note the progress made against the project to date.

3. Risk Assessment

- 3.1 Economic – the costs have increased from the original sum of £10.080m to £10.714m if all options suggested within the report are taken. The additional funding shortfall will be financed through borrowing not applied against the current year capital programme.
- 3.2 Environmental – the site is to be constructed to a good BREEAM standard. However there are cost options within the report that highlight considerations for additional renewable energy that will require upfront financing.

4. Background

- 4.1 In 2015, the Service presented the Authority with a proposal to relocate Service Headquarters, Huntingdon community fire station and the training centre onto an alternative site at St Johns Business Park, Huntingdon. The basis for moving at the time was around rationalisation of the estate whilst also enhancing the operational training facility.
- 4.2 Subsequent to this decision and just prior to exchange of contacts with Artisan (the Developer) and St Johns in June 2016, the then Police and Crime

Commissioner offered the Authority a number of potential sites on police owned land; one of the options was land at the police training facility in Monkswood. On the advice of Officers, the Authority accepted this offer in good faith and instructed them to look into the feasibility of locating a training centre on the site.

- 4.3 The Service, after initial consultation with the Constabulary around where such a facility could be located at Monkswood, proceeded through a design phase to understand if all of the organisational needs could be accommodated on the site. The Service achieved a successful planning application for this in early 2019.
- 4.4 Subsequent to this planning consent, the Constabulary presented a report to its Business Co-ordination Board (26 March 2020) highlighting the need for the Monkswood facility to be a police only training facility.
- 4.5 On confirmation of the revised position from the Constabulary, the then Chairman of the Fire Authority, in consultation with the full Fire Authority membership, approved the Service Business Case to proceed with developing a new community fire station and training centre on land at St John's Business Park in Huntingdon, with an approved budget of £10.080 million.
- 4.6 The Fire Authority approved an increase to the overall budget in July 2021. This increase allowed for additional costs relating to enhanced training facilities, sprinkler system and drainage works that were stipulated through planning. The additional costs were forecast to increase the budget to £10.71m however the final contract sum approved was £10.88m. The additional cost relates to further attenuation for car park drainage, generator costs and additional windows and cladding to satisfy planning conditions. The revised sum is detailed in the table at Paragraph 5.6 below and the funding will come from existing capital budget approved by the Fire Authority.

5. Progress to Date

- 5.1 Subsequent to the approval, much effort has been made in achieving a positive planning consent. The Service, through Artisan, submitted a detailed planning application in September 2020. The planning consent was expected by the end of December 2020 but was delayed until the end of January 2021, when a positive consent was finally received.
- 5.2 On receipt of this planning consent, the Service completed the purchase of the land which was finalised in February 2021.
- 5.3 The project team and developer have been working hard to ensure all conditions of planning are met and revised prices have been sought to ensure the budget reflects planning conditions and the latest operational training requirements.
- 5.4 The finalised scheme was accepted by the Planning Officers week commencing 9 March 2021. The planning consent did detail a number of

conditions that had to be fulfilled prior to construction starting. The condition around archaeology resulted in further work as the initial excavation revealed ancient roman artefacts. The condition could not be dismissed until this work, at a forecasted additional cost of £135k, had been undertaken.

5.5 The archaeology works completed at the end of August 2021 allowing construction to commence during the first week of September. The build time is still scheduled to be 12 months, although we are still working with the supplier of the operational training buildings to schedule and co-ordinate their elements of construction. Further updates on this element of the project will be presented at the next Fire Authority meeting.

5.6 To date, there are no changes to the proposed construction budget. The latest position against the project is detailed below.

AREA	BUDGET	ACTUAL	PLANNED	TOTAL
Build and Groundworks (Artisan)	£6,772,426*	£1,096,107	£5,676,319	£6,772,426
Developer / Consultancy Fees	£1,266,000	£366,442	£899,558	£1,266,000
Land Cost	£1,186,000	£1,186,300	£0	£1,186,300
Training Facilities	£1,450,000	£176,351	£1,273,649	£1,450,000
Fixtures and Fittings	£212,000	£0	£212,000	£212,000
TOTAL	£10,886,426	£2,917,712	£8,104,648	£10,886,726

6. Sale of Current Huntingdon Site

6.1 The Service has engaged a Chartered Surveyor who is collating relevant documentation to inform pre-application advice from Huntingdonshire District Council. This advice will be sought in January 2022 and will, in turn, inform the development potential of the site, value and marketing strategy.

Source Documents

Fire Authority Reports and Minutes - Various

Location: Headquarters
Hinchbrook Cottage
Huntingdon

Contact: Matthew Warren
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To: Cambridgeshire and Peterborough Fire Authority

From: Deputy Chief Executive Officer - Matthew Warren

Presenting officer: Democratic Services Officer – Dawn Cave

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Date: 4 November 2021

Dates of Fire Authority Meetings 2022/23

1. Purpose

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

2. Recommendations

- 2.1 The Authority is asked to agree the schedule of meetings for 2022/23.

3. Risk Assessment

- 3.1 Political – It is important to agree the schedule of meetings for 2022/23 in advance to ensure the effective operation of the Fire Authority's democratic process.

4. Schedule of Meetings 2022/2023

- 4.1 A schedule of meetings for 2022/23 is attached at Appendix 1. The schedule has been prepared taking into account future key meetings proposed for Cambridgeshire County Council and, where available, Peterborough City Council. School holidays, including half term dates, have also been avoided where possible.
- 4.2 The schedule overleaf includes the 2021/22 dates, including changes made during the year.

APPENDIX 1

CALENDAR OF MEETINGS 2021/22

MEETING	Time	July	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June
Overview & Scrutiny	2.00pm	21/07/21		07/10/21			12/01/22			21/04/22		
Policy & Resources	2:00pm	15/07/21		28/10/21		15/12/21	26/01/22			28/04/22		23/06/22
FIRE AUTHORITY Seminar	2.00pm (10:00am)				04/11/21			10/02/22				16/06/22
Performance Review	10.30am											
Appeals			02/09/21		09/11/21		20/01/22		24/03/22			02/06/22
Joint Consultative Committee	10.00am	15/07/21	23/09/21		30/11/21		12/01/22			21/04/22		28/06/22

CALENDAR OR MEETINGS 2022/23

MEETING	Time	July	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June
Overview & Scrutiny	2.00pm	tbc		06/10/22			19/01/23			20/04/23		
Policy & Resources	2.00pm	12/07/22		tbc		20/12/22	31/01/23			26/04/23		22/06/23
FIRE AUTHORITY Seminar	2.00pm (10:00am)				03/11/22			10/02/23				15/06/23
Performance Review	10.30am											
Appeals			07/09/22		10/11/22		18/01/23		15/03/23			13/06/23
Joint Consultative Committee	10.00am	18/07/22	19/09/22		28/11/22		09/01/23		27/03/23			19/06/23