

FIRE AUTHORITY POLICY AND RESOURCES COMMITTEE



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

Date: Thursday, 26 January 2017

11:00hr

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

AGENDA

Open to Public and Press

- 1. Apologies for absence and declarations of interest**
- 2. Minutes of the Policy and Resources Committee held on 8th
December 2016 and Action Log
DECISIONS**
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- 3. Fire Authority Budget 2017-18**
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- 4. Integrated Risk Management Plan 2017 to 2020**
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INFORMATION AND MONITORING

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

Councillor Lucy Nethsingha (Chairwoman) Councillor David Over (Vice-Chairman)

Councillor Sir Peter Brown Councillor Daniel Divine Councillor Derek Giles Councillor Mervyn Loynes Councillor Paul Sales Councillor Joshua Schumann and Councillor Michael Shellens

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

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The Fire Authority is committed to open government and the public are welcome to attend from 10.00am

It supports the principle of transparency and encourages filming, recording and taking photographs at meetings that are open to the public. It also welcomes the use of social networking and micro-blogging websites (such as Twitter and Facebook) to communicate with people about what is

happening, as it happens. These arrangements operate in accordance with a protocol which can be accessed via the following link below or made available on request.

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

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

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

**CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY
POLICY AND RESOURCES COMMITTEE – MINUTES**

Date: 8th December 2016

Time: 2.00 pm – 3.15 pm

Place: Room 128, Shire Hall, Cambridge

Present: Councillors: Sir P Brown, L Nethsingha (Chairwoman), D Over (Vice Chairman), P Sales, and M Shellens

Officers: Rick Hylton - Assistant Chief Fire Officer, Shahin Ismail – Monitoring Officer, Amy Jackson – Head of Finance and Property, Sam Smith - Human Resources Partner, R Sanderson – Democratic Services Officer and M Warren - Deputy Chief Executive

Apologies: Councillors: D Divine, D Giles, M Loynes and J Schumann
Officer: Chris Strickland – Chief Fire Officer

84. DECLARATIONS OF INTEREST

There were no declarations of interest.

85. MINUTES OF THE POLICY AND RESOURCES COMMITTEE MEETING ON 22nd SEPTEMBER 2016 AND THE MINUTES ACTION LOG

With reference to the Minute Action Log the following issues were raised as updates:

- a) In respect of Minute 81 'Report on Public Speaking Rights' and the reference to the need for a protocol, the Assistant Chief Executive and the Chairwoman had discussed the issue previously and she was now satisfied that the current Constitution provided the public with rights to be able to speak at meetings, without the requirement for a separate protocol.
- b) Huntingdon Property Rationalisation Joint Review Project Group – As an update it was indicated that Councillor Shellens had also now been nominated to serve on the Group.

It was resolved:

To agree the Minutes of the meeting held on 22nd September 2016 as a correct record.

86. MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE MEETING ON 19TH OCTOBER 2016

The minutes of the Overview and Scrutiny Committee meeting held on 19TH October 2016 were noted.

87. DRAFT MEDIUM TERM FINANCIAL STRATEGY 2017 TO 2020

The Committee considered a report by the Deputy Chief Executive seeking approval of the proposed draft Medium Term Financial Strategy (MTFS) 2017/18 to 2019/20 (included as Appendix 1 to the report).

The report explained that the financial environment in which the Fire Authority operated was unprecedented and was expected to become increasingly challenging. In November 2015, the Government had announced the spending review for 2016/17 to 2019/20 which included guidance around individual authorities submitting efficiency plans, in return for funding certainty over the medium term. It was highlighted that Revenue expenditure had been within budget each year for the last four years, confirming the Fire Authority's ability to control expenditure. The Authority had submitted its Efficiency Plan, (attached at Appendix 4 to the report) in October and confirmation of it was expected from the Government during the current month.

Inflation was based upon Treasury projections, with the exception of pay inflation, which has been set at 1% for the medium term in accordance with Government guidance. All fuel inflation was monitored and updated annually based upon latest information.

It was explained that most of the estimates in the MTFS were currently at a necessarily high level until the Government settlement for the next three years was announced and were based on last year's figures. As there was significant uncertainty around the settlement figures the MTFS would need to be flexible. The current assumptions was for a 2% increase of Council Tax (the current capped increase limit in a year), a 1% growth in housing, along with the expected level of grant settlement previously announced (£3.8m Rate Support Grant and £2.1m Top Up Grant) and £3.6m from the Business Rates. Provided all these estimates were realised, along with the savings already identified, then the £900k funding gap could be met and would enable a balanced budget to be achieved.

The summarised Capital Programme was attached at Appendix 2.

Questions / issues raised included:

- With reference to paragraph 1.3.1 of the Strategy and the reference to the assumption that the Economy would continue to grow slowly in the medium term with inflation in line with the Bank of England target, one Member queried the latter's assumption of a 2% inflation increase as there were predictions that the notional inflation rate would be for a 4% increase and asked what would happen if the latter became the reality. In response it was explained that the majority pressure in the Fire Authority Budget was pay and the Government was currently saying there would only be a 1% annual pay as part of the Pay Review. **Action: The Deputy CE was happy to add a warning note in this paragraph that this assumption could change if the Government came under pressure to change the 1% figure and agree to a higher pay settlement.** It was also clarified in answer to a supplementary question that terms and conditions were set nationally rather than locally.
- On a question of what would happen if the Grant Settlement was lower than had currently been estimated, the response was that the only way to address such a resource shortfall would be for further cuts to be made to the Fire Service budget due to there being a Council Tax cap of 2%.
- In answer to a question on what the size of cut required would be in the next Financial year (2018-19) this was currently estimated at £100k.
- On the assumption of an additional 1% being raised from the growth in the Tax Base for Band D houses, a Member asked what would be the effect if the estimate was incorrect and less Band D properties were added to the Tax Base. The reply was

that currently there was already an underestimate for Band D properties and therefore there was some flexibility.

- An explanation was requested regarding the last line reading “Where there is competition for resources, those areas of the Service directly contributing to the vision of the authority will take priority, unless there are any overriding factors such as a legal imperative”. The example for the latter was EMCP the replacement for the current communications system which the authority was obliged to take on. The current roll out for it had now been delayed until 2020, so there might be the opportunity to bring other spend areas forward.
- On a query on the position of the reserves and whether as referred to in para 3.3.5 “if funding significantly changed or unforeseen events caused the general reserve to dip below a perceived prudent level” it was explained that there was not the expectation that a greater call on the reserves would be required. The current level of provided reserves was seen as being sufficient to respond to the risks the Authority faced. The main challenge was going to be the following year’s budget with some expectation that the financial position would become more settled in the future, beginning with the 2019-2020 settlement.
- On a query regarding the figures for pay, which only showed the 2016-17 estimate, and whether it was possible to predict staff numbers going forward over a number of years, it was explained that it was possible to project it, using historical turnover data. The estimate of a 1% pay inflation increase across each year was based on full staffing figures.
- On a question regarding whether there would be any impact on the Service if Eastern European migration was reduced, it was confirmed that this could have an effect in areas such as IT. Currently it was already a struggle to get people with the right skills, and as it was often necessary to appoint at the higher end of the pay scale range, this could have an inflationary effect on wages.

As the Government figures had not yet been announced, the Chairwoman suggested it would not be appropriate to agree the proposed draft MTFS 2017 to 2020 at the current meeting, but proposed an amendment that it should be noted, and that the Committee should support consultation being undertaken in respect of a Council tax increase. This was seconded by Councillor Sales.

It was unanimously resolved:

To note the proposed draft MTFS 2017 to 2020 and to approve going out to consultation on the proposal for a 1.9% Council Tax increase.

88. PROBATION POLICY

This report informed the Committee that the current published Probation Policy only applies to support staff with any probation issues for operational staff being managed in accordance with the principles of the published Policy. However, to ensure maximum clarity and transparency, it has been recognised that the Policy should be re-drafted to explicitly apply to all employees. The report provided the Committee with details on the work undertaken to update the Probation Policy and sought its approval for the draft Policy (provided to Members of the Committee in a later despatch as Appendix 1) to allow its implementation.

The draft, revised Policy was currently the subject of consultation with the representative bodies and their responses were due at the beginning of January 2017.

Issues raised included:

- The Committee noting that the tool-kit referred to, was not included as an appendix. In reply it was explained that the tool-kit itself would not affect the Policy document's contents and was a document to provide more guidance on how the Policy should be used, along with providing user template letters. As the tool-kit was still the subject of consultation with employee representatives, it was still being developed.
- In response to a question raised, it was clarified that the length of the probation period was two years for full time firefighters and six months for those in support roles.

The Chairman proposed that, while the Committee was happy to endorse the draft Probation Policy, as there was the possibility that the consultation could result in significant changes to the Policy, the Committee should receive a further report on the final proposed Policy and the toolkit, for its consideration and approval at its next meeting in January. This was seconded by Councillor Sales and on being voted on,

It was unanimously resolved:

To endorse the draft Probation Policy and to receive a further report in order to be able to approve the final version of the Policy and the Tool Kit at its meeting in January.

89. EQUALITY AND INCLUSION COMPLIANCE REPORT 2015-16 FOR THE PERIOD APRIL 2015 – MARCH 2016

The Human Resources Business Partner Sam Smith presented a report informing the Committee on equality progress made in 2015-16 and how the Fire Authority was complying with its public sector equality duty (as required under the Equality Act 2010), as well as identifying areas for attention in future years.

The Fire Authority's Equality Objectives for 2015 – 18 were as follows, with the report providing evidence of progress against them:

- Carrying out an employee engagement survey, reporting findings to staff and developing an action plan to address any identified need for change.
- Developing and implementing a new equality and inclusion strategy with specific, measurable, achievable, realistic, time bound (SMART) action plan.
- analysing the lack of diverse representation at all levels of organisation and beginning to address them.
- developing a 'Positive Action Strategy' and action plan aimed at improving diversity in recruitment, selection, development and progression.
- developing partnerships with additional voluntary sector agencies to share data, identify and target the most vulnerable in our communities.

- improving confidence and trust of staff so more feel able to share protected characteristic data.
- embedding “one team” behaviours throughout the Service.
- providing an accessible and cost effective solution to any language barriers in delivering services.

The officer went through the report highlighting the key points which included:

- The Fire Service achieving excellent status on the Equality Framework in November 2015.
- Providing details of the new internal development programme for female staff training them for management roles.
- Highlighting the list of programmes that had been undertaken as detailed in the report.
- Highlighting the statistics in Chart 1 on page 10 on the Age range and gender of those injured in Accidental Primary Fires, which showed the highest number of accidents being in the 25-39 age group. These were more likely to be the result of small fires in kitchens while for the age groups 60-74 and 75 and over tended to more likely to be involved in serious injury fires. **In respect of the bar chart it was suggested that in future it would be more useful to have numbers as opposed to percentages, and to include common intervals. Action: Sam Smith to take back.**
- Page 11 the information showed that in respect of home safety checks carried out, there was more engagement with women than with men. A question raised on this was whether either gender represented a greater risk. The response was that there was not much difference, although men were potentially at slightly, greater risk.
- The percentage proportion of safety checks carried out in Black, Asian and other ethnic minority (BAME) communities was still very low and more work was being carried out to build bridges with these communities to help improve this statistic.
- Pages 13-14 regarding the section on complaints, although there had been a slightly higher number of complaints made against the Service compared with the previous year, (19 compared to 15) they were not related to equality issues.
- Section 3 - pages 15-18, detailed workforce diversity and distribution – this showed that there had been an increase in the number of female operational staff but that Black and other ethnic minority staff were still under-represented. One area where there had been a welcome change was in on-call recruitment, as for the first time in six years successful recruits had come from a BAME or “white other” background.
- In response to a question regarding why it was necessary to provide details of religion or belief of the workforce, it was explained that this was one of the protected characteristics required to be reported on in law.
- On the Demography statistics on page 29, one Member questioned some of the number intervals shown on the age range census information bar chart which were not

consistent and was therefore visually misleading. It was explained that the graphs provided, were straight lifts from census data.

- It was suggested and that the final version going to the full Fire Authority would benefit from an Executive Summary, highlighting through the use of brief bullet points the key changes.

The Committee in reviewing the report, while welcoming the improving statistics for women recruitment / representation, supported the ongoing work to build closer links with ethnic communities to seek to achieve a more balanced workforce.

It was resolved:

To approve the report provided separately as Appendix 1 and that the final version to be approved by the full Fire Authority should include an executive summary.
(Action: Sam Smith Human Resources Business Partner)

90. REVENUE AND CAPITAL BUDGET MONITORING REPORT 2016-17

The Deputy Chief Executive presented a report containing an update on revenue and capital spending as at 31st October.

The Committee was reminded that the Budget for 2016/17 as approved at the Fire Authority meeting held in February 2016 had been set at £28.453m with a total precept of £17.773m and that this Committee in June 2016 had approved a revenue carry forward of £1.501m. To date, £1.486m has been allocated to the new financial year budget. In addition, the funding in respect of committed orders for revenue and capital totalling £1.424m had also carried forward, the majority relating to the Yaxley site redevelopment. The resulting total net budget for the current financial year was therefore £31.364m. A budgetary control summary showing the main variations to the end of August 2016 was attached at Appendix 1 to the report.

Key issues highlighted included:

- As part of the budget preparation process for 2016/17 a total of £548k savings had been identified and these savings had been used to offset the loss of government grant.
- To the end of October 2016, the Service was above the budgeted establishment for firefighters, with 12 new wholetime firefighters recruited, who commenced training on 1 September 2016. These recruits would help ensure that the Service would not need to recruit again before 2018. The existing underspend against the training budget would be utilised for their training. As an update it was indicated that a total of 20 new firefighters had recently completed their training and had taken part in the passing out parade.
- The majority of the underspend shown against the senior management budget, related to the saving from reducing the number of Directors from four to three. In addition, grant income relating to the local resilience forum was also included. The budget associated with the reduction of one Director post, would contribute to the savings against the 2017/18 budget pressure.
- The Premises budget was showing an underspend, but was expected to diminish by the end of the financial year as property maintenance work was completed and the winter energy bills were received and paid.

- The supplies and services budget showed a significant underspend to date and related to the Service Transformation and Efficiency Programme (STEP) transformation grant funding, with the expectation that it would be spent by June 2017. This was in relation to a £1.4m pump priming grant from Government received in the previous financial year to increase on-call recruitment with the delay partly due to the needed to recruit the necessary team. The team was already proving effective, with 150-200 people having been through the programme and a process that had previously taken months, had been reduced to weeks. In addition, Project Budget expenditure was running behind forecast and legal fees were significantly lower than anticipated, as a result of the new contractual arrangement with LGSS Law. There was also a large order (£102K) still to be completed on undress uniform (to replace uniforms that had been in service for 20 years) that was contributing to the overall underspend.
- Insurance costs had reduced as a result of savings achieved through the Fire and Rescue Indemnity Company - Protection Mutual arrangement, which was the subject of a separate report on the agenda.
- Attention was drawn to ongoing issues with the current cleaning contractor, which due to unsatisfactory performance against the requirements of the contract, had resulted in payments having been withheld.
- The trend of under spending had continued against the 'On-Call budget' due to the establishment of 'On-Call firefighters' being below the original forecast. However, measures being taken to improve establishment would result in reductions to the savings currently shown.
- Vehicle running expenses were still underspent as a result of the Fire Service having invested in a modern fleet.
- Fire equipment was currently overspent by 15%, but was due to a larger spend profile being undertaken early in the year with the expectation was that it would be on-budget by the end of the year.
- Section 6 provided an update on Capital expenditure and its' financing.

In discussion it was suggested and agreed that:

- **In future the colour appendix should include a key to explain what the green, red and yellow represented. Also details of Projects to year end should be provided (Action: The Deputy Chief Executive - Matthew Warren)**
- **In respect of the table in 6.1, investigation to be undertaken and explanation provided outside of the meeting regarding the figure of -14 as the total committed to date for IT and communications, as it appeared very low when compared to the original budget and revised estimate figure. (Action: The Deputy Chief Executive - Matthew Warren)**

It was resolved:

To note the position on the revenue and capital spending.

91. MEDIATION PROCESS – STATEMENT OF BEST PRACTICE

The Fire and Rescue Authority is committed to encouraging positive relationships between

all employees and recognises that where disputes or conflicts do arise, early and effective resolution supports both staff wellbeing and work performance and contributes to positive relationships in the workplace. As a result, an independent and informal process mediation scheme, developed in line with the ACAS (Advisory, Conciliation and Arbitration Service) Code of Practice has been developed which sat outside (but was complementary to) formal Service policies such as discipline and grievance. It was highlighted that two individuals had now been trained as ACAS accredited mediators.

The Vice- Chairman queried the independence of internal mediators and suggested that to be fully independent in a dispute, the mediators should come from outside the Fire Authority. As a response it was indicated that the accredited mediators had worked well so far and were not used if the dispute was with staff they worked with on a regular basis with each issue assessed on a case by case basis. **The officer however recognised the value of working closer with other partners as a way forward. Councillor Sales indicated that there was a Countywide Mediation Service which should perhaps be further explored. (Action – Sam Smith to investigate further)**

It was resolved:

To note the Service's approach in the use of mediation and the statement of best practice.

92. UPDATE ON FIRE AND RESCUE INDEMNITY COMPANY – PROTECTION MUTUAL

A revised version of this report was e-mailed to members of the Committee the day before the meeting, with copies made available at the meeting and provided the latest update on the Protection Mutual Fire and Rescue Indemnity Company (FRIC) which had commenced operation in November 2015 .

The report explained that a procurement exercise had been undertaken to identify a risk mutual manager, to manage the process of claims handling and administration. As a result, the Fire and Rescue Indemnity Company (FRIC) had been set up to provide financial protection of its members as an alternative to conventional insurance and was owned and controlled by nine member fire and rescue authorities as detailed in the report. The benefits of the arrangement which was considered a real success story were set out in the report under the following headings;

- **Claims handling** – the Service in conjunction with RMML, manages the claims internally and will make a decision as to whether the claim is paid. This ensures that the process is more efficient as claims information is easily accessible and shared by both the Service and RMML and was considered to be a large administrative time saving.
- **Sharing best practice** – including carrying out regular and detailed risk profiling to see where improvements can be made, as all members have an interest in the financial success of the company. An example of the benefits included the creation of 'bump cards' (Incident Report cards) with samples passed around at the meeting.
- **Control** - being part of the mutual means directly being able affect the Authority's costs. By introducing additional, robust risk management controls such as CCTV on all vehicles, there could be a reduction in the amount that the Authority would pay as costs were directly based on claims data.

- **Costs / savings / benefits** - Over the years, conventional insurance had been very costly with very little competition in the fire sector. The mutual allows the authority to hold cash in reserves within the FRIC and where is not used for claims, the mutual retains them for future use to the general benefit of its members. .

The Chairman in making reference to the following statement from the report “The average cost for the last three years with Zurich was £296,252 per annum; the average cost of the two years with the FRIC is £296,467” questioned whether any cost savings had been achieved. In response, the presenting officer, Amy Jackson, highlighted that it was important to recognise the non-cash benefits referred to under some of the above headings, as some of these were hard to quantify in monetary terms. In addition, it was explained that the first two years had been based on expiring terms and claims data. Going forward, the new formula will take into consideration risk profiling and claims experience with an expectation that costs would reduce.

It was resolved:

To note the contents of the report.

93. POLICY AND RESOURCES COMMITTEE WORK PROGRAMME

In noting the Work Programme, it was highlighted that the Integrated Risk Management Plan Update Report needed to be added to the 26th January Agenda. It was confirmed that the January 2017 Committee meeting would be held at Fire HQ and as it was the budget proposal meeting, in discussion it was agreed that there should be a briefing for Committee members only. This should be held before the public Committee meeting. To accommodate this, it was proposed that the Committee meeting should be moved from a 10.30 a.m. start to an 11 a.m. start.

It was unanimously resolved:

- To organise a Member Briefing for the Committee on 26th January to be held at 10 a.m. (**Action: The Deputy Chief Executive**)
- The January Committee meeting should have a later starting time of 11 a.m. (**Action: Democratic Services Officer**)
- To note the Policy and Resources Committee Work Programme with the addition of the Integrated Risk Management Plan being added to the 26th January Agenda. (**Action: Deb Thompson**)

94. DATE OF NEXT MEETING

It was noted that the Committee would meet next on Thursday 26th January 2017 at 11 a.m. at Fire and Rescue headquarters Huntingdon.

95. FUTURE MEETINGS

Thursday 6 April 2017 at 10.30 am, Fire and Rescue Service headquarters, Huntingdon.

Chairwoman
26th January 2017

FIRE AUTHORITY
POLICY AND
RESOURCES
COMMITTEE

Minutes - Action Log

This is the updated action log as at 6th January 2017 and captures the actions arising from the most recent Policy and Resources Committee meetings and updates Members on the progress on compliance in delivering the necessary actions.

MINUTES OF THE DECEMBER 2016 COMMITTEE					
Minute No.	Report Title	Action to be taken by	Action	Comments	Status
87.	DRAFT MEDIUM TERM FINANCIAL STRATEGY 2017 TO 2020	Matthew Warren The Deputy Chief Executive	With reference to paragraph 1.3.1 of the Strategy and the reference to the assumption that the Economy would continue to grow slowly in the medium term with inflation in line with the Bank of England target, The Deputy CE was happy to add a warning note in this paragraph that this assumption could change if the Government came under pressure to change the 1% figure and agree to a higher pay settlement.		Action completed

<u>Minute No.</u>	<u>Report Title</u>	<u>Action to be taken by</u>	<u>Action</u>	<u>Comments</u>	<u>Status</u>
89.	EQUALITY AND INCLUSION COMPLIANCE REPORT 2015-16 FOR THE PERIOD APRIL 2015 – MARCH 2016	Sam Smith Human Resources Business Partner	<p>1) In respect of the bar chart on page 10 it was suggested that in future it would be more useful to have numbers as opposed to percentages, and to include common intervals.</p> <p>2) The final version to be approved by the full Fire Authority should include an executive summary.</p>	<p>Noted.</p> <p>Executive Summary added; report due for presentation to Authority on 9 February 2017.</p>	Action completed
90.	REVENUE AND CAPITAL BUDGET MONITORING REPORT 2016-17	Matthew Warren The Deputy Chief Executive	<p>1) In future the colour appendix should include a key to explain what the green, red and yellow represented. Also details of Projects to year end should be provided.</p> <p>2) In respect of the table in 6.1, investigation to be undertaken and explanation provided outside of the meeting regarding the figure of -14 as the total committed to date for IT and communications, as it appeared very low when compared to the original budget and revised estimate figure.</p>	<p>Noted.</p> <p>Complete; explanation provided.</p>	Action completed

91.	MEDIATION PROCESS – STATEMENT OF BEST PRACTICE	Sam Smith Human Resources Business Partner	In discussion there had been recognition of the value of working closer with other partners especially in respect of using arbitrators from outside of the Fire Service as a way forward. Councillor Sales indicated that there was a Countywide Mediation Service which should perhaps be further explored– Sam Smith undertook to investigate further.	Noted.	Action still in progress
93.	POLICY AND RESOURCES COMMITTEE WORK PROGRAMME	The Deputy Chief Executive Democratic Services Deb Thompson	<p>:</p> <p>a) To organise a Member Briefing for the Committee on 26th January to be held at 10 a.m.</p> <p>b) The January Committee meeting should have a later starting time of 11 a.m.</p> <p>c) To note the Policy and Resources Committee Work Programme with the addition of the Integrated Risk Management Plan being added to the 26th January Agenda.</p>	<p>Member briefing has been scheduled as requested.</p> <p>Revised invitations sent out.</p> <p>Complete; item added to the agenda.</p>	<p>Action completed</p> <p>Action completed</p> <p>Action completed</p>

TO: Policy and Resources Committee

FROM: Deputy Chief Executive Officer - Matthew Warren

PRESENTING OFFICER(S): Deputy Chief Executive Officer - Matthew Warren

Telephone 01480 444619

matthew.warren@cambsfire.gov.uk

DATE: 26 January 2017

FIRE AUTHORITY BUDGET 2017/18

1. Purpose

- 1.1 The purpose of this report is to present the Policy and Resources Committee with the Fire Authority's budget for 2017/18 for review and endorsement.

2. Recommendation

- 2.1 The Committee is asked to review the budget book attached at **Appendix 1** and endorse the proposed recommendations detailed on page 17.

3. Risk Assessment

- 3.1 **Economic/Political** – as a result of the government cuts there continues to be pressure on the budget and this will become more challenging through the comprehensive spending review period. The budget will need to be set at a level that meets the cuts and keeps council tax increases within defined capping limits.

4. Background

- 4.1 The provisional Revenue Support Grant (RSG) settlement was received on 15 December 2016. The budget attached assumes that there will be no change when the final settlement is received.
- 4.2 After discussion at the December Policy and Resources Committee, the Authority consulted on the option to increase council tax by 1.9%. An update on the outcome of this consultation will be presented at the meeting.

BIBLIOGRAPHY

Source Documents	Location	Contact Officer
Fire Authority Estimates 2017/18	Hinchingbrooke Cottage Brampton Road Huntingdon	Matthew Warren 01480 444619 matthew.warren@cambsfire.gov.uk
Policy and Resources Committee Minutes December 2016	Hinchingbrooke Cottage Brampton Road Huntingdon	Matthew Warren 01480 444619 matthew.warren@cambsfire.gov.uk



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BUDGET BOOK 2017/18

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[Appendix 1 – Detailed Capital Programme](#)

[Appendix 2 – Revenue Budget – Subjective Analysis](#)

Budget Overview

Background

The funding formula for 2017/18 contains:

- Revenue Support Grant; and
- Baseline Funding (Business Rates);

Revenue Support Grant

The Revenue Support Grant has been reduced by £1.280 million, over that received in 2016/17. This is in keeping with the Government Strategy that will see all Local Government receive no Revenue Support Grant past this Comprehensive Spending Review period.

Localised Business Rates

All single purpose fire and rescue authorities are funded through a two percent share of each district or unitary council's business rates income and topped up by central government. A safety net and tariff/top-up is applied to this funding to ensure no service makes excess gains or losses through this funding. The funding for Cambridgeshire Fire was impacted by a top adjustment of £2.250m through this adjustment mechanism. This top-up offset the loss of Revenue Support Grant.

Comprehensive Spending Review (CSR) – pressures and savings

The most recent CSR, which takes us to 2019/20, presents significant financial challenges for the Authority. Grant cuts along with inflationary pressures will result in a total pressure of £3.870 million. There are also pressures from a mandated apprenticeship levy and increased business rates.

The Service established a project which has focussed on making cost savings to balance the budget over the four year period. As part of this project the senior management team has been restructured, the on-call budget has been reduced and there has been a reduction in RCCO funding, with additional reductions coming from individual groups. These savings, when taken alongside increases in band D taxbase and a 1.9% increase in council tax, enables us to achieve a balanced budget for 2017/18.

What does it mean?

In summary the Authority will receive a total grant, including Council Tax freeze grant and Business Rate Contributions, of £9,816k.

The Revenue Support Grant and Business Rate Contributions represent £7,566k of this total. This is a reduction of £1,054k over the grant received in 2016/17, equivalent to 12.2%.

The budget has been prepared for the medium term after making a number of assumptions, which are:

- A 1.9% increase in Council Tax for 2017/18;
- A pay award has been received for support employees, that in part, relates to 2017/18;
- Non pay inflation will be 1%

The detailed medium term estimates for the next five financial years, as shown on page 4, include assumptions on the current Comprehensive Spending Review.

The Budget Build-up: Revenue Expenditure

The budget is built using the input of each budget holder; each budget is reviewed and amended at specific budget holder and finance meetings. The information from each group is then consolidated into the final budget.

Summary of Revenue Expenditure

2016/17 Budget £000		2017/18 Budget £000
	Expenditure	
21,811	Employees	21,803
1,279	Premises	1,401
4,709	Supplies and Services	4,254
436	Transport	438
142	Agency Costs	142
1,788	Capital Financing	1,780
30,165	Total Expenditure	29,818
-1,718	Income	-1,626
28,447	Net Expenditure	28,192

Attached at Appendix 2 is a detailed expenditure forecast.

Inflation

The anticipated costs of inflation between 2016/17 and 2017/18 are £387k, an average of 1.4%.

Pay awards for employees is forecast at 1%.

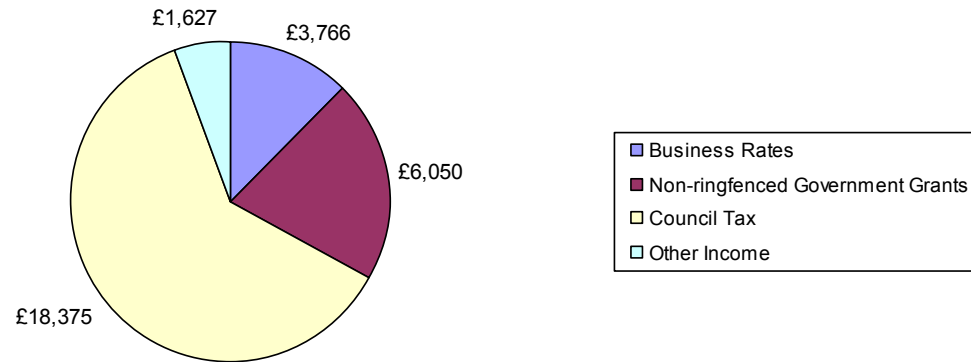
Financing the Budget

	£'000	%
Adjusted Budget 2016/17	28,447	
Inflation and Pressures	387	1.4
Budget Savings	-229	-1.0
Service pressures/efficiencies	-413	-0.4
Budget Requirement 2017/18	28,192	
Less:		
Revenue Support Grant & NNDR	-9,816	
Recommended Precept 2017/18	18,376	

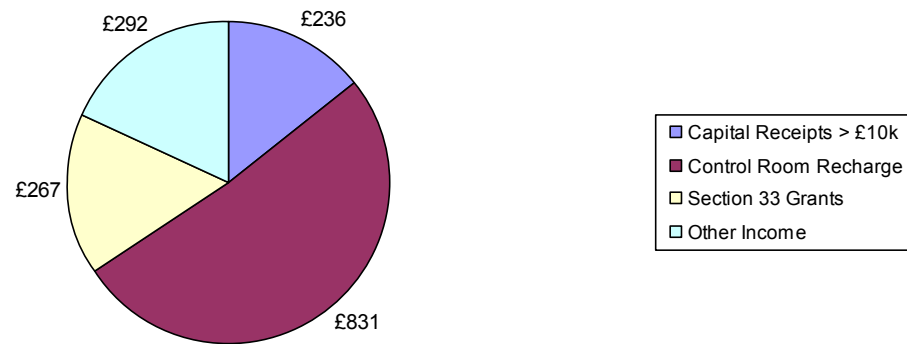
The following page shows the medium term revenue forecast detailing the anticipated budget requirements and the indicative Authority tax rates for 2017/18 to 2019/20.

	Estimate 2017/18		Forecast 2018/19	Forecast 2019/20
	£'000	Incr. %	£'000	£'000
Budget (previous year)	28,447		28,192	27,976
Wholetime Firefighters Pay	110			
Retained Firefighters Pay	24			
Fire Control Pay	15		0	0
Local Government Employees Pay (LGEs)	58		0	0
Insurance	0			
Other Price inflation	180			
Inflation	387	1.4%	282	280
LGE Staff	-144			
Reduction 1 Director	-155			
Control Room Staff	32			
Firefighters	-13		0	
Operational Activity	-23		0	
Capital Charges	-6		-5	-5
Additional Govt Grants	87			
Other	-7		11	11
Budget Variations	-229	-0.8%	6	6
Service Pressures/Efficiency Savings				
Apprenticeship Levy	80	0.3%		
Budget Holder Savings	-191	-0.7%	-504	112
Operational Fire Budget Contingency	-302	-1.1%		
Council Tax Freeze Grant transferred to RSG				
Service Pressures/Efficiency Savings	-413	-1.5%	-504	112
Budget Requirement	28,192	-0.9%	27,976	28,374
Less:				
RSG	-3,800		-3,140	-2,750
Top-up Grant	-2,250		-2,320	-2,400
National Non-domestic Rates	-3,766		-3,570	-3,700
Fire Authority Precept	18,376		18,946	19,524
Tax Base	275,166		278,455	281,370
Band D Tax	£66.78		£68.04	£69.39
Year on Year Increase	1.92%		1.9%	2.0%

How we are funded (£'000)



Analysis of other income (£'000)



The Budget Build-up: Capital Expenditure

The Prudential Code, introduced as part of the Local Government Act 2003, requires authorities to ensure capital expenditure is both prudent and affordable.

The Capital Budget for 2017/18 amounts to £3.489m and is summarised below:

Schemes	£'000
Vehicles including Fire Appliances	1,725
Property Schemes	1,205
Operational Equipment	209
IT and Communications	350
Total Expenditure	3,489

A schedule setting out the medium term capital programme for 2017/18 to 2020/21 is shown on the next page.

The Capital Programme has been prepared after considering the Authority's Asset Management Plan.

The revenue budget accounts for the financing costs of the schemes in 2017/18 and future years.

A summary of how the Capital Programme will be financed is shown below:

	£'000
Capital Receipts	369
Revenue Contribution	1,505
Transfer from reserves	1,615
Total Financing	3,489

DRAFT SUMMARY MEDIUM TERM CAPITAL PROGRAMME 2017/18 TO 2020/21

	2017/18	2018/19	2019/20	2020/21
	£'000	£'000	£'000	£'000
CAPITAL EXPENDITURE (details – Appendix 3)				
Vehicle Replacement Programme	1,725	1,176	1,751	1,523
Equipment	209	272	164	211
Property Maintenance & Land	1,205	1,210	500	500
IT & Communications	350	350	350	350
TOTAL EXPENDITURE	3,489	3,008	2,765	2,584
FINANCED BY:				
Loan	-	-	-	-
Capital Receipts	369	163	466	383
Revenue Contribution to Capital Outlay (RCCO)	1,505	1,384	1,530	1,519
Transfer from Reserves	1,615	1,461	769	682
Capital Grants	-	-	-	-
TOTAL RESOURCES	3,489	3,008	2,765	2,584

Treasury Management Strategy Statement

The Local Government Act 2003 (The Act), supporting regulations and CLG Guidance require the Authority to 'have regard to' the Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code and the CIPFA Treasury Management Code of Practice to set Prudential and Treasury Indicators for the next three years to ensure that the Authority's capital investment plans are affordable, prudent and sustainable.

The Act therefore requires the Authority to set out its treasury strategy for borrowing and to prepare an Annual Investment Strategy (as required by Investment Guidance subsequent to the Act). This sets out the Authority's policies for managing its investments and for giving priority to the security and liquidity of those investments.

CIPFAs Code of Practice on Treasury Management has been adopted by this Authority. This strategy statement has been prepared in accordance with the Code.

The Overview and Scrutiny Committee has responsibility to ensure the effective scrutiny of the Treasury Management Policy (TMP) and strategies and will be provided with update reports during the year. As a minimum a mid year report will be presented.

The Act therefore requires the Authority to set out its treasury strategy for borrowing and to prepare an Annual Investment Strategy; this sets out the Authority's policies for managing its investments and for giving priority to the security and liquidity of those investments.

The suggested strategy for 2017/18 in respect of the following aspects of the treasury management function is based upon the Treasury Officers' views on interest rates, supplemented with leading market forecasts provided by the Authority's treasury advisor. The strategy covers:

- The current treasury position;

- Prospects for interest rates;
- Treasury limits in force which will limit the treasury risk and activities of the Authority including Prudential and Treasury Indicators;
- The borrowing strategy;
- The Minimum Revenue Provision;
- The investment strategy;
- The credit worthiness policy;
- Policy on the use of external service providers.

It is a statutory requirement under Section 33 of the Local Government Finance Act 1992, for the Authority to produce a balanced budget. In particular, Section 32 requires a local authority to calculate its budget requirement for each financial year to include the revenue costs that flow from capital financing decisions. This therefore means that increases in capital expenditure must be limited to a level whereby increases in charges to revenue from:

- increases in interest charges caused by increased borrowing to finance additional capital expenditure and;
- any increases in running costs from new capital projects are limited to a level which is affordable within the projected income of the Authority for the foreseeable future.

It is a statutory duty under Section 3 of the Local Government Act 2003 and supporting regulations, for the Authority to determine and keep under review how much it can afford to borrow. The amount so determined is termed the “Affordable Borrowing Limit”. The Authorised Limit represents the legislative limit specified in the act.

The Authority must have regard to the Prudential Code when setting the Authorised Borrowing Limit, which essentially requires it to ensure that total capital investment remains within sustainable limits and in particular, that the impact upon its future Authority tax levels is ‘acceptable’.

Whilst termed an “Affordable Borrowing Limit”, the capital plans to be considered for inclusion incorporate those planned to be financed by both external borrowing and other forms of liability, such as credit arrangements. The authorised limit is to be set, on a rolling basis, for the forthcoming financial year and two successive financial years.

The following Prudential and Treasury Indicators are relevant for the purposes of setting an integrated treasury management strategy.

	2017/18 £m	2018/19 £m	2019/20 £m
Affordable Borrowing Limit			
Total Budget excl. capital	26.412	26.322	26.579
Total Budget incl. capital	28.192	27.976	28.374
Difference	1.780	1.654	1.795
Band D Impact	£6.47	£5.94	£6.38
Band D Authority Tax	£66.78	£68.04	£69.39
Band D Increase	£1.26	£1.26	£1.35

	2017/18 £m	2018/19 £m	2019/20 £m
Capital Requirement	3.874	3.890	3.761
Operational Boundary	3.333	3.333	3.333
Authorised Limit	4.833	4.833	4.833
Upper limit for fixed rate interest exposure	100%	100%	100%
Upper limit for variable rate interest exposure	100%	100%	100%

	Upper Limit	Lower Limit
Maturity Structure of new Fixed Rate borrowing in 2015/16:		
Under 12 months	100%	0%
12 to 24 months	100%	0%
24 months to within 5 years	100%	0%
5 to 10 years	100%	0%
10 years and above	100%	0%

The Authority's current portfolio position at 31/12/16 comprised:

	Source	Principal £m	Rate
Fixed Rate Funding	PWLB	1.700	4.25%
Fixed Rate Funding	PWLB	1.500	4.55%
Gross Debt		3.200	
Total Investments		16.482	
Net Investment		13.282	

The anticipated borrowing requirements of the Authority are detailed below:

	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m
New Borrowing	0	0	0	0
Alternative Financing	0	0	0	0
Replacement Borrowing	0	0	0	0
Total	0	0	0	0

Prospects for Interest Rates

The Authority has appointed Sector Treasury Services, as treasury adviser to the Authority and part of their service is to assist the Authority to formulate a view on interest rates. The following gives the Sector central view.

Sector Bank Rate Forecasts for financial year ends (March)

- 2016/ 2017 0.25%
- 2017/ 2018 0.25%
- 2018/ 2019 0.25%
- 2019/ 2020 0.75%

In the longer term PWLB 50 year rates are expected to remain at 2.7% until March 2017 before rising gently until it reaches 3.0% in March 2019. The 25 year rate is expected to remain at 2.9% until March 2017 and rise further reaching 3.2% by March 2019. The 5 year rates are expected to remain at 1.6% until March 2017 then to gradually rise to reach 1.8% by March 2019.

The Monetary Policy Committee, (MPC), cut Bank Rate from 0.50% to 0.25% on 4th August in order to counteract what it forecast was going to be a sharp slowdown in growth in the second half of 2016. It also gave a strong steer that it was likely to cut Bank Rate again by the end of the year. However, economic data since August has indicated much stronger growth in the second half 2016 than that forecast; also, inflation forecasts have risen substantially as a result of a continuation of the sharp fall in the value of sterling since early August. Consequently, Bank Rate was not cut again in November or December and, on current trends, it now appears unlikely that there will be another cut, although that cannot be completely ruled out if there was a significant dip downwards in economic growth. During the two-year period 2017 – 2019, when the UK is negotiating the terms for withdrawal from the EU, it is likely that the MPC will do nothing to dampen growth prospects, (i.e. by raising Bank Rate), which will already be adversely impacted

by the uncertainties of what form Brexit will eventually take. Accordingly, a first increase to 0.50% is not tentatively pencilled in, as in the table above, until quarter 2 2019, after those negotiations have been concluded, (though the period for negotiations could be extended). However, if strong domestically generated inflation, (e.g. from wage increases within the UK), were to emerge, then the pace and timing of increases in Bank Rate could be brought forward.

Economic and interest rate forecasting remains difficult with so many external influences weighing on the UK. The above forecasts, (and MPC decisions), will be liable to further amendment depending on how economic data and developments in financial markets transpire over the next year. Geopolitical developments, especially in the EU, could also have a major impact. Forecasts for average investment earnings beyond the three-year time horizon will be heavily dependent on economic and political developments.

Borrowing Strategy

The Authority is currently maintaining an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with loan debt, as cash supporting the reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as investment returns are low and counterparty risk is high.

This Authority's total investments exceed gross debt with net investments of £16,482m. The general aim of this treasury management strategy is to reduce this total over the next three years in order to reduce the credit risk incurred by holding investments. Another factor which will be carefully considered is the difference between borrowing rates and investment rates to ensure the Authority obtains value for money once an appropriate level of risk management has been attained to ensure the security of its investments.

Against this background and the risks within the economic forecast caution will be adopted with the 2017/18 treasury operations - the aim will be to minimize debt interest costs. The Treasurer, in conjunction with the Authorities treasury advisor, will continually monitor the interest rate market and adopt a pragmatic approach to changing circumstances.

The Authority will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be considered carefully to ensure value for money can be demonstrated and that the Authority can ensure the security of such funds. Borrowing in advance of need will only be undertaken where there is a clear business case for doing so for the current capital programme or to finance future debt maturities.

Investment Policy

The Authority will have regard to the DCLG's Guidance on Local Government Investments, ("The Guidance") and the 2011 revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes, ("the CIPFA TM Code"). The Authority's investment priorities are:

- the security of capital;
- the liquidity of its investments.

The Authority will also aim to achieve the optimum return on its investments commensurate with proper levels of security and liquidity. The risk appetite of this Authority is low in order to give priority to security of its investments.

The borrowing of monies purely to invest or on-lend and make a return is unlawful and this Authority will not engage in such activity.

Investment instruments used in the financial year will be selected in accordance with the Treasury Management Policy and advice from the Authority's treasury advisors. Counterparty limits will be as set through the Authority's Treasury Management Policy.

Creditworthiness Policy

This Authority uses the creditworthiness service provided by Sector Treasury Services. This service uses a sophisticated modelling approach with credit ratings from all three rating agencies - Fitch, Moodys and Standard and Poors, forming the core element. The credit ratings of counterparties are supplemented with the following overlays:

- credit watches and credit outlooks from credit rating agencies;
- credit default swap (CDS) spreads, to give early warning of likely changes in credit ratings;

- sovereign ratings to select counterparties from only the most creditworthy countries.

This modelling approach combines credit ratings, credit watches, credit outlooks and CDS spreads in a weighted scoring system for which the end product is a series of colour code bands which indicate the relative creditworthiness of counterparties. These colour codes are also used by the Authority to determine the duration for investments and are therefore referred to as durational bands. The Authority is satisfied that this service now gives a much improved level of security for its investments. It is also a service which the Authority would not be able to replicate using in house resources.

Ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate.

All credit ratings will be monitored regularly and always before an investment is made. The Authority is alerted to changes to ratings of all three agencies through its use of the Sector creditworthiness service.

- If a downgrade results in the counterparty/investment scheme no longer meeting the Authority's minimum criteria, its further use as a new investment will be withdrawn as soon as is possible.
- In addition to the use of Credit Ratings the Authority will be advised of information in movements in CDS against the iTraxx benchmark and other market data on a weekly basis. Extreme market movements may result in downgrade of an institution or removal from the Authority's lending list.

The Authority will only use approved counterparties from countries with a minimum sovereign credit rating of AA- from Fitch Ratings, (or equivalent from other agencies if Fitch does not provide).

Investments Strategy

Bank Rate was cut to 0.25% in August 2016 and as stated above it is forecast to remain unchanged before starting to rise from Quarter 2 of 2019.

Owing to the low returns on investments reserves will be used to finance future capital expenditure, rather than taking out further loans, thereby securing future savings by reducing the requirement for debt financing.

At the end of the financial year, the Authority will report on its investment activity as part of its annual Treasury Report.

Treasury Management Consultants

The Authority uses Sector Treasury Services as its external treasury management advisers.

The Authority recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon our external service providers.

It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Authority will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented and subjected to regular review.

Scheme of Delegation and Role of Section 151 Officer

This Authority delegates responsibility for the implementation and regular monitoring of its treasury management policies and practices to the Resources Committee. The execution and administration of treasury management decisions is delegated to its Treasurer who will act in accordance with the organisation's policy statement and TMPs and if he/she is a CIPFA member, CIPFA's Standard of Professional Practice on Treasury Management.

This organisation nominates the Resources Committee to be responsible for ensuring effective scrutiny of the treasury management strategy and policies.

Minimum Revenue Provision Policy Statement

The Authority is required to pay off an element of its accumulated capital spend each year through a revenue charge. This is called the minimum revenue provision.

The Authority implemented CLG's Minimum Revenue Provision, (MRP), guidance in 2008/09 and will assess its MRP for 2017/18 in accordance with the main recommendations contained within the guidance issued by the Secretary of State under section 21(1A) of the Local Government Act 2003.

A substantial proportion of the MRP for 2017/18 relates to pre April 2008 debt liability that will continue to be charged at the rate of 4%, in accordance with option 2 of the guidance. Certain expenditure reflected within the debt liability at 31 March 2016 will under delegated powers be subject to MRP under option 3, which will be charged over a period which is reasonably commensurate with the estimated useful life applicable to the nature of expenditure, using the equal annual instalment method. For example, capital expenditure on a new building, or on the refurbishment or enhancement of a building, will be related to the estimated life of that building.

Estimated life periods will be determined under delegated powers. To the extent that expenditure is not on the creation of an asset and is of a type that is subject to estimated life periods that are referred to in the guidance, these periods will generally be adopted by the Authority. However the Authority reserves the right to determine useful life periods and prudent MRP in exceptional circumstances where the recommendations of the guidance would not be appropriate.

As some types of capital expenditure incurred by the Authority are not capable of being related to an individual asset, asset lives will be assessed on a basis which most reasonably reflects the anticipated period of benefit that arises from the expenditure. Also, whatever type of expenditure is involved, it will be grouped together in a manner which reflects the nature of the main component of expenditure and will only be divided up in cases where there are two or more major components with substantially different useful economic lives.

Chief Financial Officer's Statement

Statutory Declarations

Chief Financial Officer's Statement

Section 25 of the Local Government Act 2003 requires that an Authority's Chief Financial Officer reports to the Authority when it is considering its budget and Authority tax. The report must deal with the robustness of the estimates and the adequacy of reserves allowed for in the budget proposals, so that Members will have authoritative advice available to them when they make their decisions.

Section 25 also requires members to have regard to the report in making their decisions.

Robustness of Estimates

The budget process has involved members, the Senior Management Team and all budget holders within the Service. The finance team has assisted all budget holders in a thorough scrutiny and challenge of the budget recommended to the Authority.

The Budget Book details and explains all Service pressures, as well as identifying areas for savings. These pressures and savings have been incorporated into the Medium Term Financial Plan.

In coming to a decision to include funding for unavoidable service pressures and savings in the budget, specific financial risks were identified. It is anticipated that these risks can be managed using contingencies and, if necessary, reserves. This is consistent with the Authority's Medium Term Financial Strategy.

The budget has been subject to extensive consultation. A press release was sent to all media outlets in Cambridgeshire. The news release was also published on the Authority's website with details of how comments on the budget proposals could be made.

In my view, the robustness of the estimates has been ensured by the budget setting process, which has enabled all practical steps to be taken to identify and make provision for the Fire Authority's commitments in 2017/18.

Adequacy of Reserves

CIPFA has published a Guidance Note on Local Authority Reserves and Balances; it is the responsibility of the Treasurer to advise the Authority concerning the level of reserves and the protocols for their establishment and use.

Reserves are required to provide the Authority with financial flexibility when dealing with unexpected circumstances. Specific reserves should also be set aside to provide for known or predicted liabilities.

The Authority maintains a General Reserve to cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing. It acts as a contingency to be used in the event of unexpected emergencies or unforeseen spending.

At 31 March 2016, the Authority's usable General Reserve balance was £2,349k, representing 8.4% of net revenue budget. The General Reserve will be used in accordance with the Medium Term Financial Strategy.

The Authority also maintains three earmarked reserves to fund known or predicted liabilities. These reserves are a Property Development Reserve to finance the future capital programme relating to properties and avoid borrowing or poor return on investments, a Community Safety Reserve to allow for the continuation of the Home Smoke Alarm Initiative, and an On-call Operations Reserve to provide for any non-controllable changes in the year, relating to on-call operations.

The Property Development Reserve is currently £8,850k. The current rate of return on cash investments is poor and it would therefore be prudent to review property requirements. There are already plans in place to fund the approved capital programme in relation to property, from reserves. The cost of borrowing is greater than the return on cash investments, it is therefore more cost effective to use funds currently held.

A Community Safety Reserve of £200k will be managed as a fund on behalf of the Authority. Release of funds will be subject to a successful bidding process made by partner organisations. Any bid will have to meet success criteria that will be based around community risk reduction.

The On-call Reserve of £975k is being maintained at this level. This will allow release of revenue but provides for any non-controllable changes in the year, relating to on-call operations, to be financed from this reserve.

The level of reserves is important, not only for the budget 2017/18 but also in formulating the Medium Term Financial Strategy.

In my view, if the Fire Authority accepts the proposed budget, then the level of reserves currently held will be adequate.

Proposed Recommendations

1. That approval is given to a Fire Authority budget requirement of £28,191,500.
2. That approval is given to a recommended Fire Authority precept for Authority Tax from District Authorities and Peterborough City Authority of £18,375,558.
3. That approval be given to an Authority Tax for each band of property, based on the number of band D equivalent properties notified to the Fire Authority by the District Authorities and Peterborough City Authority (275,166):

Band	Authority Tax	Band	Authority Tax
A	£44.52	E	£81.62
B	£51.94	F	£96.46
C	£59.36	G	£111.30
D	£66.78	H	£133.56

4. That approval is given to the Prudential and Treasury Indicators as set out on page 9.
5. That approval is given to the Treasury Management Strategy Statement on pages 8 to 13.
6. That approval is given to the Capital Programme detailed at page 6.
7. That approval is given to the MRP Policy Statement detailed at page 14.

DRAFT DETAILED MEDIUM TERM CAPITAL PROGRAMME 2017/18 TO 2020/21

	2017/18		2018/19		2019/20		2020/21	
	No	£'00	No	£'00	No	£'00	No	£'000
	0		0		0			
Vehicle Replacement Programme								
Water Tender	3	774	3	774	3	774	3	774
Service Vehicles (Cars)	37	602	14	370	30	720	37	603
Small/Derived Van	-	-	-	-	12	160	-	-
Medium Van's	4	65	2	33	1	16	4	65
Large Van	2	42	-	-	2	42	2	42
Personnel Carrier/MPV	-	-	-	-	2	40	2	40
Rescue Vehicle	-	-	-	-	-	-	-	-
Foam Water Carrier	1	242	-	-	-	-	-	-
Strebor - Strose T. M.	-	-	-	-	-	-	-	-
Total Vehicle Replacement Programme	47	1,725	19	1,177	50	1,752	48	1,524
Equipment								
Heavy Duty Combi's	6	90	11	165	1	15	-	-
Appliance Ladders	3	22	3	22	3	22	3	22
BA Compressors (Large)	-	-	-	-	-	-	1	22
BA Compressors (Small)	-	-	-	-	3	42	3	42
New workshop ramp	1	12	-	-	-	-	-	-
MARS units	-	-	-	-	-	-	-	-
Thermal Cameras	14	67	14	67	14	67	14	67
Hot Fire Containers	-	-	-	-	-	-	1	40
LPP's (Light Portable Pumps)	3	18	3	18	3	18	3	18
Total Equipment	27	209	31	272	24	164	25	211

DRAFT DETAILED MEDIUM TERM CAPITAL PROGRAMME 2017/18 TO 2020/21 (Cont.)

	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
Property Maintenance & Land				
Cambridge-Reconstruction of dormitories	120	-	-	-
Cottenham-Re-surfacing	-	35	-	-
Dogsthorpe-Reroofing appliance bay	-	100	-	-
Dogsthorpe-Re-surfacing	-	85	-	-
Ely-Relocation of gymnasium	30	-	-	-
Ely-Welfare facilities upgrade	75	-	-	-
Gamlingay-Re-surfacing	-	45	-	-
Kimbolton-Replacement Drill tower	-	75	-	-
Linton-Replacement Roofing	-	60	-	-
March-Training Tower Repairs	70	-	-	-
Ramsey-Re-surfacing	-	30	-	-
Sawston-Welfare Facilities upgrade	50	-	-	-
Sawtry-Removal of tank room	-	25	-	-
Sawtry-Replacement Drill tower	-	75	-	-
St Ives-Replacement heating boiler	-	50	-	-
St Ives-Replacement Drill tower	75	-	-	-
St Neots-Storage, gym (ass training)	120	-	-	-
Stanground-Welfare facilities upgrade	35	-	-	-
Thorney-Replacement Drill tower	75	-	-	-
Whittlesey-Re-surfacing	-	80	-	-
Whittlesey-Welfare Facilities Upgrade	55	-	-	-
Wisbech-Smoke house	-	50	-	-
Contingency	500	500	500	500
Total Property Maintenance & Land	1,205	1,210	500	500
IT & Communications				
Essential system enhancements	350	350	350	350
Total IT & Communications	350	350	350	350

2016/17		2017/18
£'000		£'000
	Expenditure	
15,538	Firefighters and Control Room Staff	15,740
5,810	Support Staff	5,595
410	Training	414
53	Other Staff Costs	54
21,811	Total Employee Costs	21,803
320	Repairs and Maintenance	323
268	Heating and Lighting	263
139	Cleaning Contract	140
552	Rents and Rates	675
1,279	Total Premises Costs	1,401
112	Office Equipment and Furniture and Fitting	113
756	IT Equipment	763
375	Clothing and Uniform	381
788	Communications	797
381	Mutual Protection	380
62	Subscriptions	53
32	Corporate Support	32
71	Community Safety	72
75	Fire Protection Exps	76
107	Health and Safety	114
101	Members Fees	101
0	Fire Service College	0
68	Audit Fees	68
83	Legal Fees	84
215	Consultant Fees	217
45	Printing and Stationery	45
	Cont.....	

2016/17		2017/18
£'000		£'000
16	Postage	16
71	Travel and Subsistence	71
33	Advertising	33
118	Hydrants/BA Maintenance	119
333	Operational Equipment/Infrastructure	337
495	Authority Savings in advance	1
100	Project Delivery Costs	101
272	Other Supplies and Services	280
4,709	Total Supplies and Services Costs	4,254
69	Car Allowances	65
239	Petrol, Oil and Tyres	243
128	Repair and Maintenance of Vehicles	130
436	Total Transport Costs	438
120	Section 2 and 12 Charges	120
22	Service Level Agreements	22
142	Total Agency Charges	142
1,788	Capital Financing	1,780
1,788	Total Capital Charges	1,780
-251	Capital Receipts > £10k	-236
-823	Control Room Recharge	-831
-354	Section 33 Grants	-267
-290	Other Income	-292
-1,718	Total Income	-1,626
28,447	Net Revenue Expenditure	28,192

Agenda Item no. 4

TO: Policy and Resources Committee

FROM: Assistant Chief Fire Officer (ACFO) Rick Hylton

PRESENTING OFFICER(S): ACFO Hylton

Telephone **01480 444500**
rick.hylton@cambsfire.gov.uk

DATE: 26 January 2017

INTEGRATED RISK MANAGEMENT PLAN 2017 TO 2020

1. Purpose

- 1.1 The purpose of this report is to provide the Policy and Resources Committee with the refreshed draft Integrated Risk Management Plan (IRMP).

2. Recommendation

- 2.1 The Policy and Resources Committee is asked to approve the attached draft plan at **Appendix 1** and recommend it to the Fire Authority for public consultation.

3. Risk Assessment

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

4. Equality Impact Assessment

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

5. Background

- 5.1 The IRMP is a public facing document covering a minimum of a three year period and represents the output of the IRMP process for Cambridgeshire and Peterborough (**Appendix 2**). The integrated risk management process is supported by the use of risk modelling. This is a process by which performance data over the last five years in key areas of prevention, protection and response is used to assess the likelihood of fires and other related emergencies from occurring, we term this 'community risk'. This, together with data from other sources such as the national risk register and our business delivery risks, is then used to identify the activities required to mitigate risks and maximise opportunities, with measures then set to monitor and improve our performance.
- 5.2 The IRMP document reviews the Service's progress to date and highlights initiatives that will be explored to further improve the quality of service delivery and importantly to further reduce the level of risk in the community within a balanced budget. The document represents the central improvement plan for the Service and as such sets our strategic direction and the performance measures that we will utilise to manage the implementation of this plan. Once approved, an action plan is developed that defines the specific objectives that will be undertaken.
- 5.3 Performance against our IRMP is regularly reviewed through both our management reviews and our overall performance held to account through the Authority Overview and Scrutiny Committee.
- 5.4 The main points to note from the report include:
- fire calls continue to fall despite an increase in population,
 - difficulties in the retention of on-call firefighters have resulted in fire cover not matching demand during the day time. During the day is the busiest time for fire calls and when on-call availability is at its worst.
 - an ageing demography presents challenges for the Authority in continuing to drive down fire related deaths and injuries,
 - the retirement profile provides opportunity for the Authority to actively drive workforce reform,
 - further opportunity for the Authority to continue to build upon successful collaborations for efficiency, improved resilience and delivery.

- 5.5 As a result of the points in paragraph 5.4 above, the Service is proposing the following areas of work to mitigate these risks or maximise the opportunities:
- diversification of the role of the fire service to provide greater value to the public by increasing our work with health and social care, together with assisting police colleagues to provide a more coherent response to certain types of incidents,
 - working with representative bodies and staff to better align resources to demand and in addition considering a range of alternative ways to support the retention of on-call staff,
 - further extend our safe and well visits to reach more of the vulnerable in our communities,
 - review our recruitment and promotion processes to ensure we remove any barriers that might affect us recruiting and retaining a diverse workforce,
 - through the Blue Light Interoperability Board, explore the opportunities for shared estate and shared resources where there is a clear case to do so.
- 5.6 Through the IRMP process we feel our current response measures could be confusing to the public. Whilst we recognise that the current measures provide an accurate reflection of our performance, it is hard to understand why we would accept a slower response time for rural areas than urban to our most significant incidents. We are therefore proposing to consult the public and stakeholders on a single response measure across urban and rural areas.

BIBLIOGRAPHY

Source Documents	Location	Contact Officers
IRMP Preparation Document (October 2016)	Service Headquarters	Jon Anderson Jon.anderson@cambsfire.gov.uk
IRMP Planning Framework		Tamsin Mirfin Tamsin.mirfin@cambsfire.gov.uk

Integrated Risk Management Plan (IRMP) – Planning Framework

Purpose of Corporate Planning

The purpose of corporate planning is to identify the activities required to move the organisation closer to achieving its vision **of a safe community where there are no preventable deaths or injuries in fires or other emergencies**. There is a requirement to produce an Integrated Risk Management Plan (IRMP) set out in the Fire and Rescue National Framework for England.

Each fire and rescue authority must produce an IRMP covering at least a three year period and must:

- demonstrate how prevention, protection and response activities will best be used to mitigate the impact of risk on communities, through authorities working either individually or collectively, in a cost effective way
- set out its management strategy and risk based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005 in accordance with the principles of better regulation set out in the Statutory Code of Compliance for Regulators, and the Enforcement Concordat

FRS National Framework 2012

The organisation has refreshed the way in which it constructs the IRMP; this is to ensure that it is a rounded business plan considering the holistic delivery of our services. The IRMP underpins the foundations of everything the Service aspires to achieve over the three year term of the plan. By developing a strategic plan, allocating resources and linking this to the Service's Medium Term Financial Strategy it enables us to plan better for the future and meet the challenges that lie ahead.

The Planning process

The planning process is a live and evolving process, starting with the planning meetings in October – December where the plans for the next year are ratified. The plans should remain adaptable to reflect the changes in risk and the environment that we operate in.

Vision

The vision is a statement describing what we are ultimately aiming for and as such sets our direction of travel as everything we do is contributing to us achieving our vision. It is therefore the starting point for our corporate planning process.

Our direction of travel is reviewed annually to take account of changing priorities within the Service and a number of external factors including the National Framework, Sustainable Communities Strategies, general consultation and changes to legislation.

Our vision is for a safe community where there are no preventable deaths or injuries in fires or other emergencies.

Excellence Statements

We believe that to achieve our vision we need to strive for **operational** and **community safety excellence**, demonstrate **value for money**, and put **people** – both in the communities we serve and our own staff – and the centre of everything we do.

Therefore, these four areas are our strategic aims and sitting under these are a number of excellence statements to create a richer picture of what we will have achieved when we achieve excellence.



Figure 1 - The Planning Process

Risk and Opportunities

On an annual basis we consider the risks that would impact on our ability to achieve our strategic aims and opportunities that would assist us to achieve them. We consider a holistic organisational risk picture that includes, but is not limited to, community risks, local resilience risks, strategic risks and business delivery risks. Where we consider risks we also look for opportunities.

Community Risk

At a strategic level, the Authority's IRMP prioritises key issues identified through a variety of internal and external intelligence including:

- Specialist modelling software;
- Geographic Information Systems (GIS);

- Demographic data;
- Historical fire and rescue incident information and trends.

The Service also accesses information provided by partner agencies to understand the changing needs of the community such as:

- Joint Strategic Needs Assessment;
- Sustainable Growth Strategies.

National Risk Register

The National risk register considers risks related to National emergency situations. The Local resilience risk register considers this to formulate a local risk register and therefore formulate mitigation actions.

Local Resilience Risks

The Local Resilience Forum is a multiagency collaborative entity that has a responsibility to plan and prepare for civil contingencies, emergency preparedness, response and recovery to emergency situations. They must keep a Community Risk Register, we consider this as part of our planning process to take account of areas of focus for the next period.

Strategic Risk

The Service identifies high level risks through risk workshops to identify risks. The Service then ensures there is an owner for each risk and an activity to mitigate against risk. This is documented through a well established strategic risk register. (Further information is available in the Strategic Risk Management Plan DMS #33881)

Business Delivery Risk

Risks that impact on the day to day delivery of the Service are captured and recorded in the Business Delivery Risk Register. This is reviewed quarterly by Heads of Group at the Pre-Directors Advisory Board (Pre-DAB) meetings. The information held here is considered to identify risk themes and areas of specific concern. This information is reviewed to ensure that themes impacting upon the Service are considered as part of the planning process.

Opportunities

As part of the risk management process we also identify opportunities for the Service, we consider the probability of these being realised and the benefit that they would deliver to us. Opportunities are documented in the strategic risk and opportunity register.

Mitigation actions and/or realisation plans (Planning)

Those risks that are seen to be high or very high or those that we feel may develop are highlighted and the mitigation actions are reviewed and considered. Likewise for the opportunities that are seen to be achievable with a level of benefit to the Service are also reviewed to ensure the realisation strategies are appropriate.

Having understood the challenges we are facing the Service identifies mitigations or realisation plans, these are then prioritised. The mitigation plans and opportunity realisation plans are then taken to form the action plan for the Service. These will form the high-level activities in the IRMP. These are broken down in more detail to provide a year by year, prioritised plan for the Service to work to, whilst the IRMP looks at a broader 3-5 year period.

Action plan

From the work detailed above, the Service can identify the key actions for the IRMP and break these down in to year by year action plan to move closer to achieving its strategic aims.

The makeup of our community doesn't change dramatically year on year, neither does the risk that our community faces. For this reason the management strategy the organisation employs doesn't change. We will refresh the IRMP every three years to ensure it continues to meet the needs of the community.

The technology, resources and good practice at our disposal however do change more quickly, as do the challenges the organisation faces. To take account of this we will review the direction of travel, risks and opportunities and refresh our priorities each year. In each case we will consult appropriately.

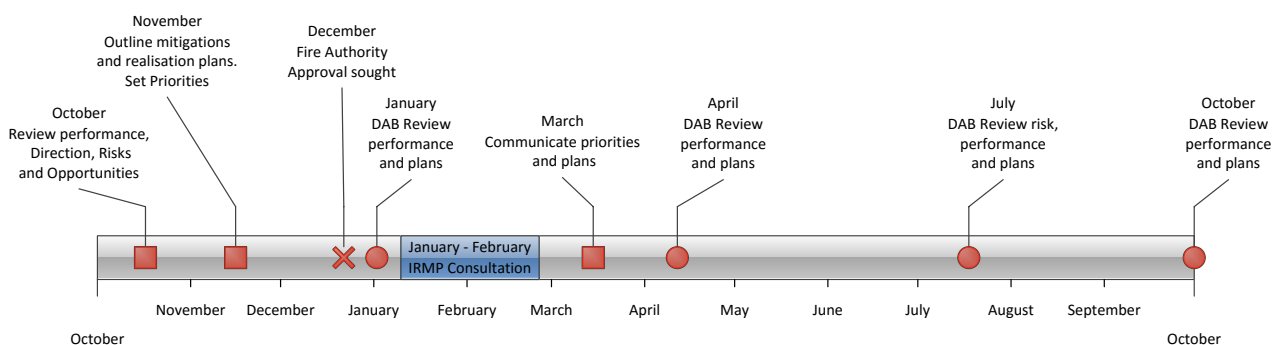
The Service has one central action plan that highlights the core actions, each action then has a measure associated with it so we will be able to measure and understand when it is complete. Each high level action will then be broken down in to a three year plan with all groups able to add where they are contributing. The delivery of these action plans will be monitored by the four delivery groups and report progress on a quarterly basis to Director Advisory Board (DAB).

Monitor delivery and review risk

Once our plans and priorities are determined, some are classed as projects to provide auditable governance around the implementation process and these are delivered under the Business Development Programme. Other priorities will be delivered and monitored under the four delivery areas: Value for Money, Operational Excellence, Community Safety Excellence and People. These delivery areas are monitored and reported on each quarter with an overview report going back to the quarterly DAB meetings.

Quarterly reviews of the IRMP will be undertaken by the DAB. They will consider the status of the work in delivery and its impact up on the risks and opportunities to the Service. These reviews will also consider if there are new or emerging risks or opportunities that impact on our plans and priorities. As our environment can change, so too can plans and therefore if it is felt that a risk or opportunity not previously considered requires attention this may prompt a review and refresh of the service's plans and priorities.

Outline timeline



What goes in to the Business Delivery Programme?

We have in place a project governance structure specifically designed to monitor and control the delivery of projects. If work is defined as a project it will be delivered and control under this governance structure to ensure successful delivery of the required outputs and outcomes.

Definition of a Project

A project is a temporary endeavor designed to produce a unique product, service or result with a defined beginning and end (usually time-constrained, and often constrained by funding or deliverables) undertaken to meet unique goals and objectives, typically to bring about beneficial change or added value. The temporary nature of projects stands in contrast with business as usual (or operations) which are repetitive, permanent, or semi-permanent functional activities to produce products or services.

Group plans

Each group contribution to the Services overarching actions is detailed in the Action plan. Business as usual activities do not need to be captured on the group plan but should a group have additional capacity above its contributions to the Service Action plan and Business as usual activities additional activities should be detailed in the Group plan section, this is to allow for greater visibility and oversight. Activities listed here should be in mitigation to a risk or in the pursuit of an opportunity, which should be detailed in the plan. DAB may challenge activities listed here and may discuss with that group the refocusing of resources on to other priority activities.

Personal performance and development reports

When setting objectives for individuals within the group, there should be a link back to the activities in the action plan and group plans. This should form the mechanism for heads of group to monitor performance against the deliverables.

Documentation

Risk registers

There are several documents consulted in the preparation of the risk review, they include but are not limited to:

- Strategic risk register;
- Business delivery risk register;
- National risk register;
- Local resilience risk register;
- Community risk profile ;
- Historical performance information.

Risk preparation documentation

This is a summary document that looks at each strategic aim, the risks and opportunities that are relevant to the areas and the response and mitigation plans attached to these.

IRMP

This document identifies the significant risk to the community and organisational delivery and how we are responding to that risk.

Annual Report & Statement of Assurance

The Fire and Rescue National Framework for England 2012 requires each Fire Authority to provide an annual statement of assurance. The document will also provide a report on how we are performing against the targets set out in the IRMP.

Action plan

The action plan details the actions of the IRMP, the measures of success and a breakdown of the core actions in to sub actions with each groups contributions listed. This is the central action plan for the Service over a 3 year period.

**THE INTEGRATED RISK
MANAGEMENT PLAN
(IRMP)
2017 to 2020**

DRAFT

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The Integrated Risk Management Plan

Central Government has placed a legal requirement on *each Fire Authority to produce a publicly available Integrated Risk Management Plan (IRMP) covering at least a three-year time span. The plan must:*

- Show how the Fire Authority will balance prevention, protection and response activities to reduce the impact of risk on communities in a cost-effective way
- Show how the Fire Authority will meet the needs of the community through working with partners
- Take account of the risk analysis completed by local and regional resilience forums and our own internal risk analysis
- Show that the Fire Authority has a management strategy and a risk-based inspection programme to enforce Fire Safety Legislation.

This document is written within the context of continued reductions in public sector funding and blue light collaboration. This means we need to find ways to ensure we are using our resources in the best possible way, to maintain the quality of service we provide and further reduce the level of risk in the community in a collaborative way, working with partner organisations.

In 2016/17 we changed our approach to corporate planning to make it simpler and more responsive to the changing needs of the community. Our IRMP covers all of the activity we are

engaged in to exploit opportunities and reduce the risk associated with providing a service to the community.

We are now focused on ensuring that we explore every opportunity to work more collaboratively with partners. Since the last IRMP we are working for more closely with other emergency services and agencies that enable us to better protect the public we serve, particularly the most vulnerable in our communities.

There are many interdependencies in the planning process and for this reason, we intend to monitor progress and review the measures set out in this document to ensure the IRMP process is fully integrated into the corporate planning process.

A glossary is provided in **Appendix A** at the back of this document explaining some of the terms used.

How we identify risk

In 2016 we completed a review of risk within Cambridgeshire which now forms the basis of our IRMP and associated work, projects and activity for the next three years.

During the review process we looked at everything that had changed in Cambridgeshire from the population to the county's infrastructure, to our own services. Over the last decade we have seen a national reduction in fires resulting in our operational crews attending fewer calls. Our latest statistics show a 24 per cent decrease in the number of fires attended from 2011/12 to 2015/16.

Using a combination of data analysis, computer modelling, professional judgement and engagement with our staff, the risk review has resulted in a set of proposals designed to realign our resources to risk.

Our integrated risk management analysis and planning process is shown in Figure 1 (below)



Fig 1 Integrated Risk Management Planning Process

This risk review has enabled the Service to assess those foreseeable risks that could hinder our progress towards our vision, whilst also allowing us to recognise opportunities that will assist us in achieving our vision.

This document sets out the high level areas of work. Larger pieces of work will be taken forward through programme management with progress monitored and managed through our Business Development Programme Board. Others work will be delivered through the responsible group and monitored at the relevant strategic delivery group, where performance will be reported quarterly to the senior management team.

The Service compiles an Annual Report and Statement of Assurance that provides a review of the Service's delivery against the Integrated Risk Management Plan and our performance measures. This can be found on our website under [About Us/Documents](#).

Local Resilience Forum

In addition to our own detailed analysis of the risks facing our communities, the Integrated Risk Management Plan has paid due regard to the risk analysis completed through the national risk register and local resilience forums to ensure that civil and terrorist contingencies are captured.

Our chief fire officer is chair of the Cambridgeshire and Peterborough Local Resilience Forum (CPLRF) and senior managers are actively engaged in the forum. The Service has supported 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, primary care trusts, health protection agency, environment agency and the military.

You can view the CPLRF Community Risk Register [on our website](#).

Context

Cambridgeshire and Peterborough

Cambridgeshire has a two-tiered local authority system, consisting of Cambridgeshire County Council and five district councils; Cambridge City, South Cambridgeshire, East Cambridgeshire, Huntingdonshire and Fenland. Peterborough City Council is a unitary authority located in the north of Cambridgeshire.

The stated vision of both Cambridgeshire and Peterborough councils is to create an environment that enables the communities they serve to achieve social, economic, and environmental wellbeing. Cambridgeshire and Peterborough are identified as areas for sustained residential and commercial development which, in addition to providing opportunities for economic growth, have the potential to impact on public service resources. Figure 2 shows the correlation between population growth and our incident rates. It is noticeable that despite a steady increase in population, our incident rates have continued to fall. This is as a result of the Service actively managing its demand through fire prevention and protection work, together with initiatives such as call challenge and management of premises with a large number of false activations of fire alarms. This success, together with the scale of financial pressures facing public sector agencies across Cambridgeshire and Peterborough, means we remain committed to working with a range of partners in order to provide the best possible service to our communities through a collaborative agenda of public sector reform.

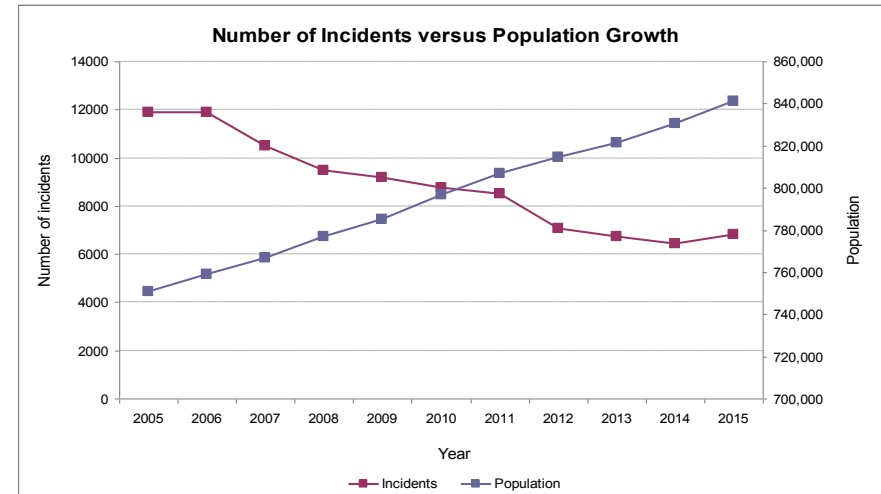


Figure 2 Number of incidents versus the population growth

Our Partnerships

To enable a new way of working for public sector agencies in Cambridgeshire and Peterborough, we work closely, on a daily basis, with our blue light colleagues in Cambridgeshire Constabulary and East of England Ambulance Service, as well as our colleagues in both Cambridgeshire County Council and Peterborough City Council.

Cambridgeshire Constabulary officers now share a number of our community fire stations and within Peterborough City Council, police, fire and council staff work side by side through the Safer Peterborough Partnership.

East of England Ambulance Service also shares our facilities and in some areas our frontline firefighters respond to medical emergencies.

This and future collaborations are facilitated by the Blue Light Interoperability Board chaired jointly between the deputy chief constable and assistant chief fire officer.

We also work in partnership with other fire and rescue services and have achieved shared functions that include ICT, our Combined Fire Control and shared senior operational command. These arrangements have not only improved services but allowed the authority to make efficiency savings.

In response to the county demographics and an increasingly ageing population we have importantly developed a new way of working with local authorities to deliver targeted Safe and Well visits to the most vulnerable people within our communities. These are an enhanced home fire safety visit where we conduct winter warmth checks, fall prevention support, alcohol support and crime prevention, as well as fire safety. Further opportunity exists as a result of the devolution deal for Cambridgeshire and Peterborough, to accelerate the integration of community safety.

Comprehensive spending review

Cambridgeshire Fire and Rescue Service can demonstrate a very effective record for dealing with Government cuts in an efficient and innovative manner. Since 2010, the Service has made in excess of £4 million in budget reductions by reshaping its Service.

The Service is currently in the first year of the second Comprehensive Spending Review (CSR). The 2016-2020 CSR will decrease the Service budget by 13.5 per cent. As

with the previous CSR, we have been proactive in identifying plans and changes to ensure the continuity of a professional service to the public whilst making the required efficiencies.

Our ability to mitigate our risks and realise opportunities is directly impacted by our resourcing and budgetary make-up. Our current budgetary plans and assumptions determine the speed at which we will deliver our action plans.

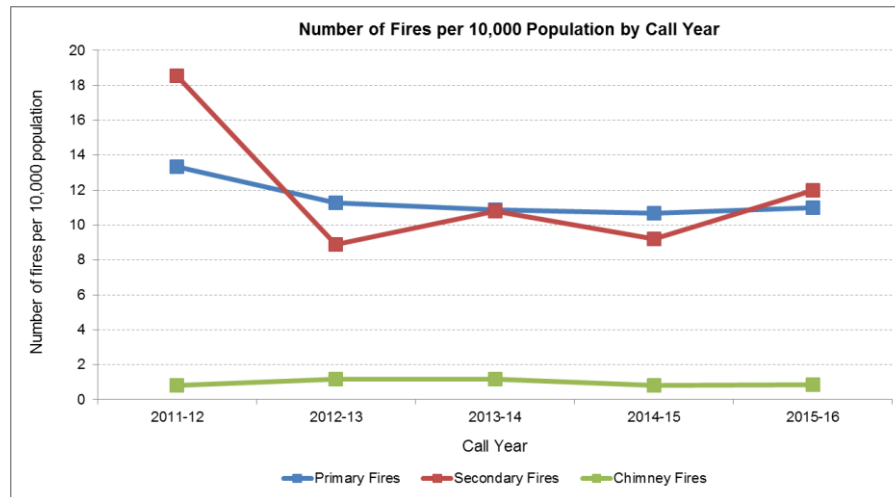
The calls we attend

Fire trends across the county

Over the last five years we have seen a decline in the number of primary fires and chimney fires that we attend.

Primary fires are defined as all fires in buildings, vehicles and outdoor structures or any fire involving casualties, rescues or fires attended by five or more appliances. We define chimney fires as any fire in a building where the flame was contained within the chimney structure.

Over the same period we have also seen a significant drop in the number of secondary fires. Secondary fires are those that do not affect property, do not involve casualties and are attended by less than four appliances. Examples include refuse fires.

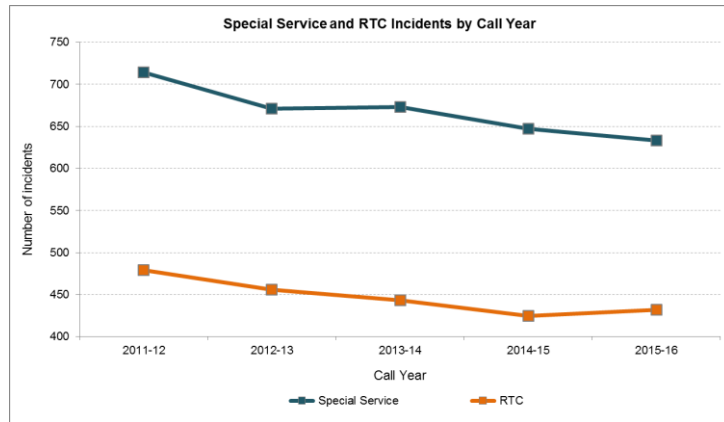


Special services and road traffic collisions

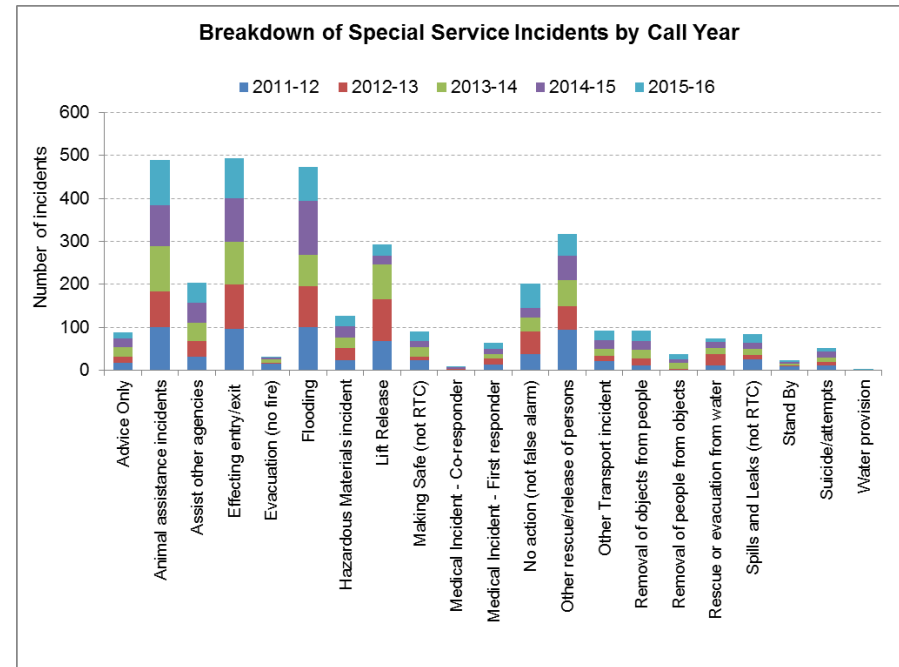
As well as attending fires we also attend road traffic collisions (RTCs) and provide a number of other services which we define as special services. These special services are non-fire incidents that require an appliance or an officer to attend and include:

- Local emergencies such as rescuing people, making something safe etc
- Major disasters
- Domestic incidents such as water leaks, people locked in or out etc
- Prior arrangements to attend incidents, which may include some provision of advice and inspection.

The attendance at special services has seen a consistently steady decline over the last five years, with attendance down by 10 per cent. For RTCs, although there is a notable and welcomed downward trend, last year the number of RTCs we were called to rose slightly.



The fire service attends more RTCs than any other type of special service. The other special services are broken down in to 21 categories and our attendance at these over the last 5 years is depicted below.



Our Targets and Performance

As part of our review process we look at the performance information from the last three years. This section looks at some of our current targets from our previous IRMP and our performance against these.

Attendance times

Target

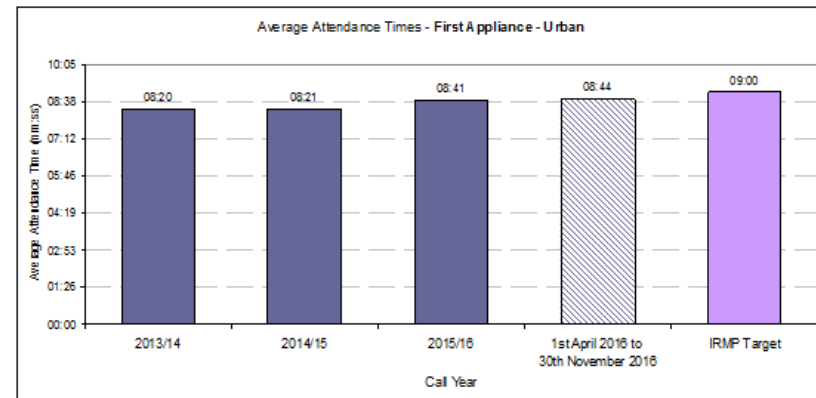
- We will respond to the most serious incidents in our urban areas within an average of nine minutes for the first pumping appliance in attendance, and within 13 minutes for the second pumping appliance.

How have we done?

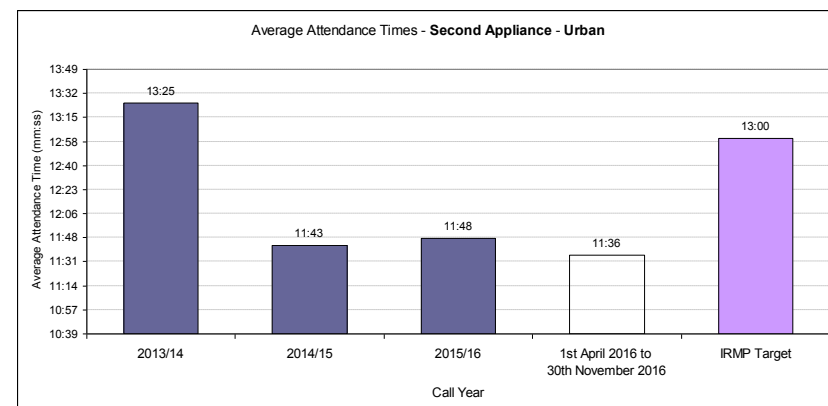
The average attendance time for the first appliance in urban areas has consistently been within our target attendance times. However, although within target, we are seeing a steady rise in the average attendance time across this area. This is largely due to the declining availability of some of our on-call appliances.

We are seeing that our average attendance times for a second appliance in urban areas is well within target attendance times.

Average attendance times – first appliance in urban areas



Average attendance times – second appliance in urban areas



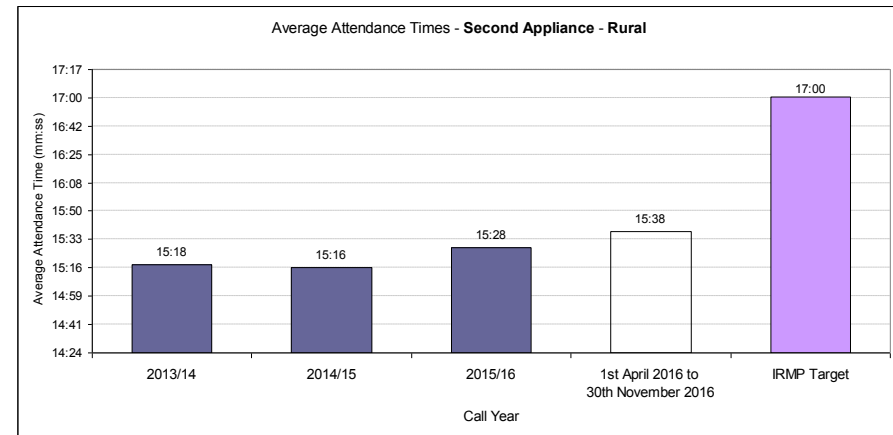
Target

- We will respond to the most serious incidents in our rural areas within an average of 13 minutes for the first pumping appliance, and within 17 minutes for the second pumping appliance.

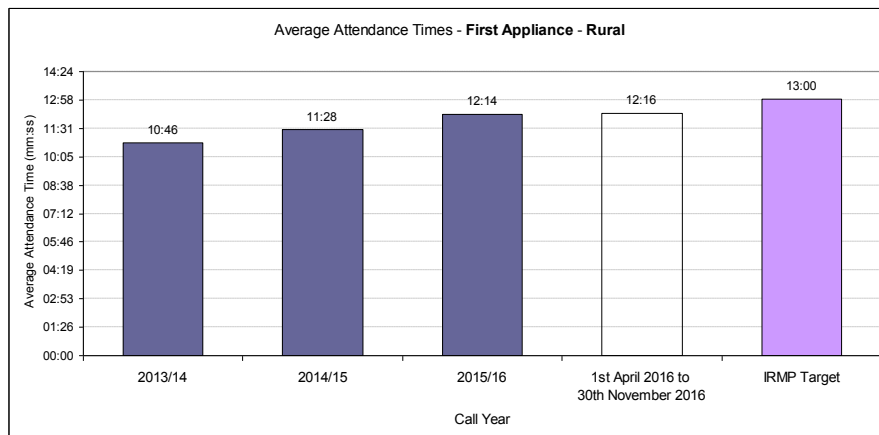
How have we done?

This target has been consistently achieved for the previous three years across both first and second appliances. Similar to the urban area times, although within target, we are seeing a steady rise in the average attendance time across this area. This is largely due to the declining availability of some of our on-call appliances.

Average attendance times – second appliance rural areas



Average attendance times – first appliance rural areas



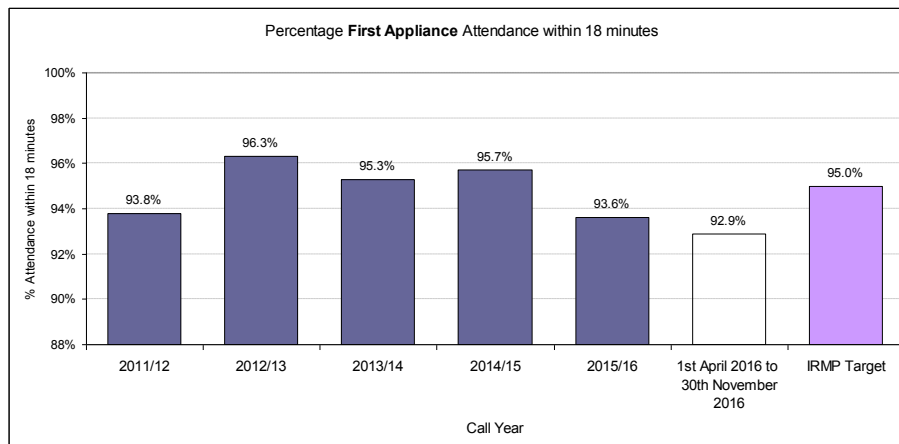
Target

- We will respond to the most serious incidents within 18 minutes for the first pumping appliance in attendance and within 25 minutes for the second pumping appliance in attendance on at least 95 per cent of occasions.

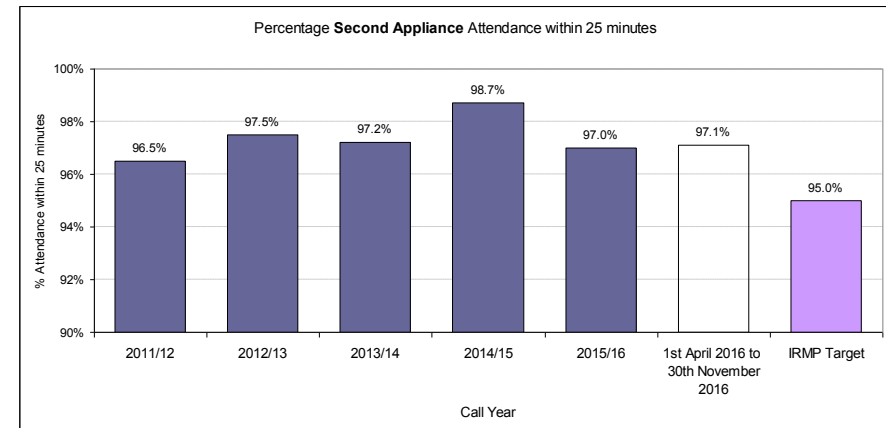
How have we done?

First attendances within 18 minutes are currently at 92.9 per cent - this is 2.1 per cent outside of the target and with the trend outlined above is likely to continue to do so. This is believed to be linked to availability issues. Second attendances within 25 minutes are currently exceeding the target at 97.1 per cent which is 2.1 per cent above the target.

Percentage first appliance attendance in 18 minutes



Percentage second appliance attendance in 25 minutes



Fire Prevention

Target

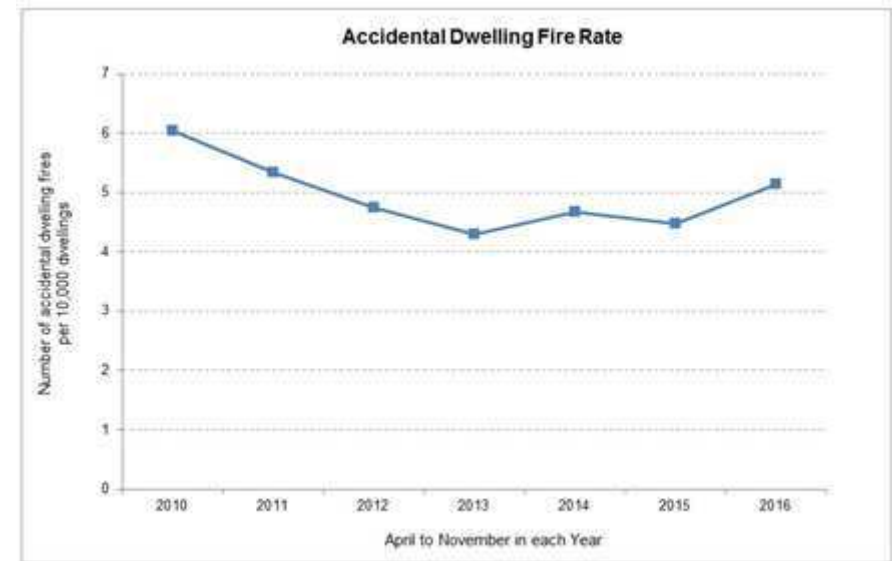
- To continue the trend to reduce the number of accidental dwelling fires.

How have we done?

There has been a 16 per cent increase in the year to date (April to November) compared to same period in 2015 with 181 compared to 156. Although this is the highest eight month total since 2010, it is still well below the IRMP target set for this period (265). There have been no accidental dwelling fire deaths in the year to date.

The number of dwellings in Cambridgeshire has risen by 41,000 over the past seven years. Although we might have expected there to be an increase in accidental dwelling fires as a result, the actual rate of accidental dwelling fires had been decreasing up until 2013 and since then has fluctuated between 4.5 and 5.1 accidental dwelling fires per 10,000 dwellings.

Analysis of the root causes for this increase has identified a well-known theme of small fires within kitchens which are relatively minor in nature. Predominantly these incidents are as a result of cooking and involve both people living alone and couples with dependent children who become distracted.

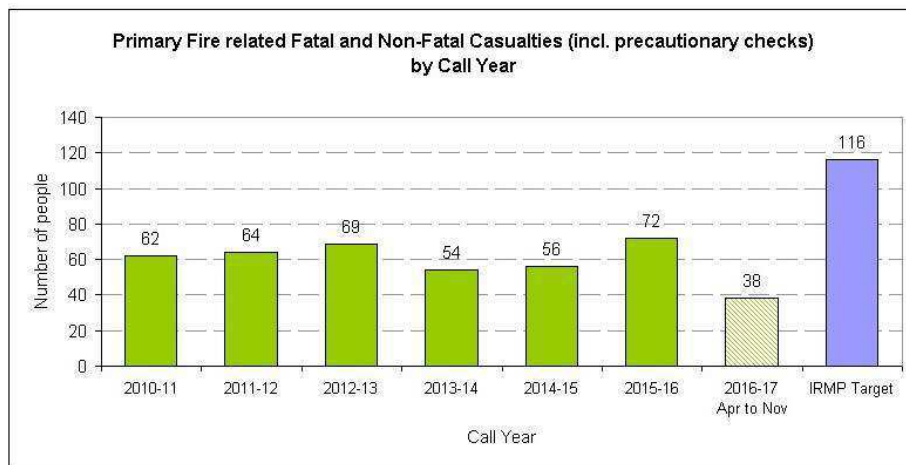


Target

- To continue the trend to reduce the number of fatalities and serious injuries in fires.

How have we done?

There has been a 22 per cent reduction in fire related casualties in the year to date compared to the same period in 2015, with 38 compared to 49. There has only been one fire fatality in this year (not as a result of an accidental fire).



When we review our data we can see that accidental dwelling fire deaths have increased year on year since 2013-14 peaking at six deaths in 2015-16. However, we have not had any so far this year (2016/17).

Looking at the data, 66 per cent of accidental dwelling fire deaths occurred during the spring and summer season (1 March to 31 August).

The main cause of incidents which resulted in fire deaths was combustible articles too close to heat source (or fire).

We have completed further analysis of this area using Mosaic data, which is a socio-demographic data set that uses over eight million pieces of data to create profiles of individuals based on things like credit scores, Census information, health data and shopping habits. A mosaic profile is applied to each household.

From our fire data we are able to identify those Mosaic groups which have had a higher incidence of accidental dwelling fire and of becoming a fire casualty.

Based on five years of data, Mosaic group M households (elderly people reliant on state benefit) are at a higher risk of having a fire compared to all other Mosaic groups.

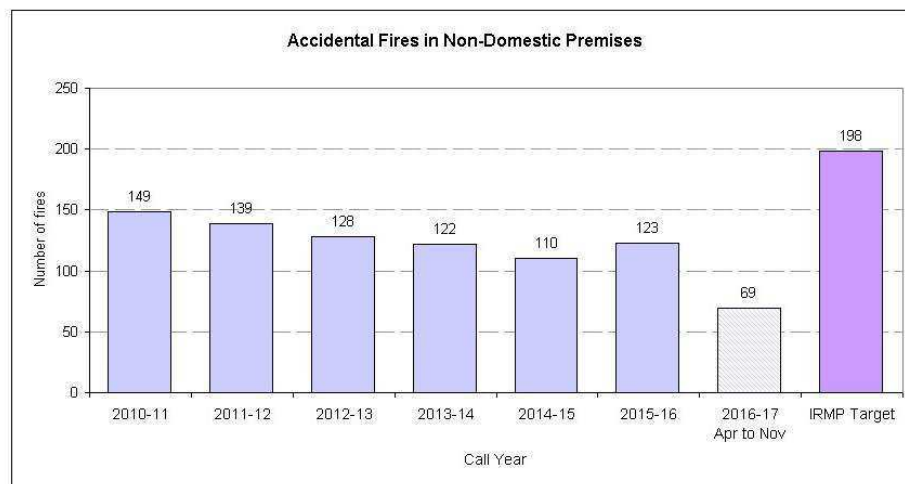
Target

- Reducing the likelihood of fires and unwanted fire signals occurring in non-domestic premises through business engagement and compliance with fire legislation

How have we done?

Between April and November of the last three call years (2014, 2015 and 2016) we can see that accidental fires in non-domestic premises have steadily reduced.

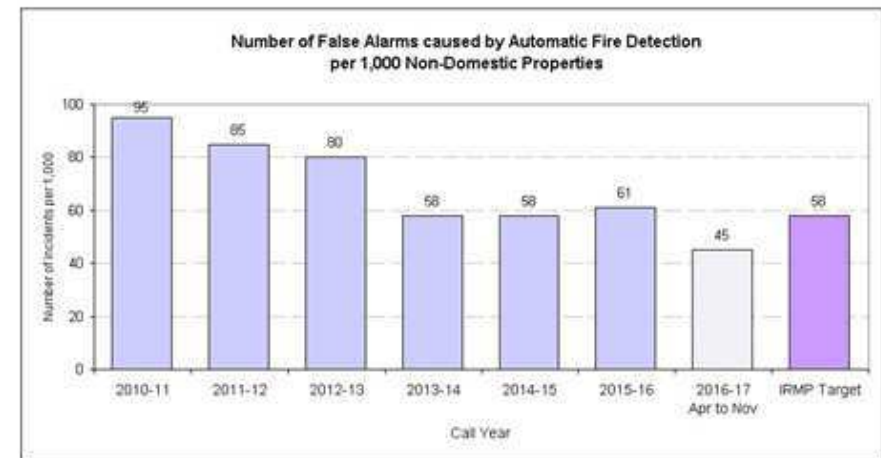
A review of the incidents in non-domestic premises that were caused accidentally has shown a small rise in Peterborough and Cambridge which are spread across a range of occupancy types. However a reduction in accidental fires can be seen in Huntingdon, Fenland and South Cambridgeshire Districts.



Automatic Fire Alarms

Looking at the first eight months of the last three call years (April to November 2014, 2015 and 2016) we can see that Automatic Fire Alarms (AFAs) in non-domestic premises have been increasing steadily; increase of 47 between 2014 (985) and 2016 (1032).

The reason for the increase is suspected to be caused by growth in the commercial community. Building consultations for new developments continue to rise and commercial dataset from Experian shows the number of companies residing in our county as 46,000+



Target

- To reduce the number of deliberate fires.

How have we done?

We have seen a 14 per cent increase in the year to date compared to same period in 2015, with 552 compared to 483.

Deliberate primary fires have consistently been higher nearly every month in the year to date compared to the previous year. The increase can be related to the rise in deliberate prison fires being reported and a rise in deliberate road vehicle fires.

Deliberate small fires accounted for 58 per cent of total deliberate fires in the year to date compared to 66 per cent in the same period last year.



Our Vision

Our vision is for safe communities 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**.

To achieve this, we need to achieve operational and community safety excellence in the most cost effective way (value for money), putting people at the centre of everything we do – both people in the community in terms of their safety and diverse needs and our own staff in terms of training, development and health and safety.

These are therefore our strategic aims and drive everything we do.



What do our Strategic Aims mean?

For each of our strategic aims we have a number of statements that describe what excellence in that area looks like to us so we all understand what we are striving for.

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.

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.

Value for Money

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

- Actively seek 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.

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.

Risks and Opportunities

Our review of risks and opportunities has highlighted a number of core areas for our focus and attention.

Aging population

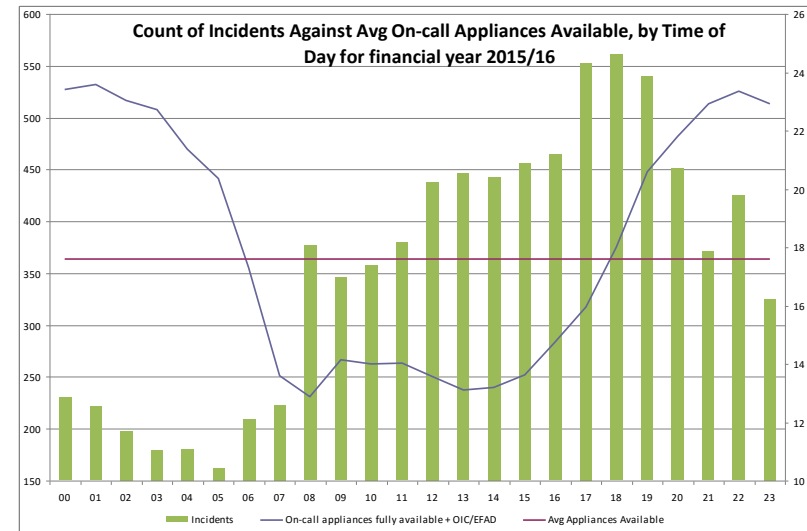
Our changing county demographics and an increasingly ageing population is leading to an increase in vulnerable and isolated older people within our communities. This is not having a direct impact upon our number of incidents; however, our historic data shows that the older population is more at risk of fire related deaths. This, coupled with the pressures on social care services, identifies this demography change as a key strategic risk to continuing to reduce fire related deaths.

Reliance on the on-call service

We have seven wholtime stations and 21 on-call stations. We are reliant on the on-call stations to provide a large proportion of our service. Through a combination of declining calls and changes in lifestyles, the recruitment and retention of on-call staff is a challenge.

The following graph highlights our specific availability issues. Currently we have the highest appliance availability in the evenings, when we have the greatest number of on-call appliances available. However our demand peaks between 8am and 10pm and our appliance availability is at its lowest between 6am and 6pm. This disparity between availability and demand is linked to the achievement or lack of achievement of the target attendance times.

Number of incidents by time of day against appliance availability



Workforce reform

The retirement profile of the service shows a high number of staff will likely retire from the Service in the next five years. This profile presents a risk to the Service in terms of loss of skills and experience and therefore robust succession planning will be paramount. However, it also presents an opportunity to further our work to reform our working practices and employment conditions to ensure that the Service can attract and retain a more diverse workforce equipped with the skills to deliver a modern fire and rescue service to the communities we serve.

Employee survey

We recently conducted a comprehensive employee survey, which delivered a range of feedback. This has presented us with a number of opportunities for improvements in staff engagement, which, as a result, will improve retention rates and ensure the Service becomes an employer of choice for a more diverse range of our communities, enabling us to have a workforce that is reflective of the communities we serve.

Collaboration

We have already demonstrated a strong desire to collaborate with the introduction of the ICT Shared Service with Bedfordshire Fire and Rescue Service and the Combined Fire Control with Suffolk Fire and Rescue Service.

There are further opportunities to collaborate to drive efficiencies and to also improve outcomes for the public through close working with other blue light services. The core opportunities that have been identified relate to property sharing with the police to look at sites where there would be benefit to sharing facilities and also look to building new joint facilities if appropriate. There is also the opportunity to look at methods to increase closer working to deliver efficiencies across the police, ambulance and fire.

So what do we do now?

Our review of risks and opportunities has identified a number of key areas for consideration that would impact upon our ability to achieve, or assist us to achieve, our vision and strategic aims.

This work has resulted in the culmination of an action plan for the next three years. The action plan is split under our four strategic aims - Operational Excellence, Community Safety Excellence, Value for Money and People - and will be managed by these strategic delivery groups. The action plan is detailed in the next section.

Community Safety Excellence

Our delivery of community safety excellence will be through a 'central focus, local delivery' model. Through this we are able to ensure our resources are coordinated from a central perspective through two functional groups each overseen by a group commander and then delivered through local delivery teams.

Through the review of risk and opportunity we have identified the following areas to further improve our community safety delivery:

- Further collaboration with health and social care to develop Safe and Well visits, reaching more vulnerable members of our communities in response to the changing demography
- Expanding the co-responding programme to other fire stations
- Delivery of Firebreak – a new programme to support the safety and health of young people
- Work with partners and local authorities to support better regulation and ultimately safer places of work
- Continue to lobby and work with developers and local authorities to increase domestic safety through the fitting of sprinklers
- Forge closer and effective collaborations with Cambridgeshire and Peterborough road safety partnerships, supporting delivery of targeted initiatives to reduce the number of RTCs
- Build upon the successful integration of community safety teams in Peterborough, by considering the

opportunity to further integrate the delivery of community safety with partners in Cambridgeshire.

Operational Excellence

Operational excellence will be delivered through a confident, skilled workforce, equipped to deliver the best possible service to the community. Given when emergency calls occur, the organisation of those resources needs to be flexible to meet the changing demands. Our operational staff and vehicles are managed by two group commanders, one for our wholetime firefighters and the other for our on-call stations.

Through the review of risk and opportunities we have identified the following areas to further improve our operational response:

- Align our operational resources to our demand throughout the day and night.
- Enhance our ability to respond to complex rescue situations through the up skilling of our staff and the procurement of additional equipment
- Deliver alternative on-call provision that enables us to improve service delivery and staff retention
- Introduce national operational guidance to improve firefighter safety and enhance interoperability between fire services
- Provide a cost effective and flexible approach to meeting our aerial capability requirement
- Introduce the replacement national emergency service communication system
- Undertake assurance across all operational areas, ensuring we are delivering the highest standards incorporating risk information and health and safety

- Implement functional fitness tests in accordance with the work of the FireFit national project.

Value for money

It is a statutory requirement, under Section 33 of the Local Government Finance Act 1992, for the Fire Authority to produce a balanced budget. The comprehensive spending reviews and annual budget reductions have made this difficult, but by working with staff and making savings early, we have submitted an efficiency plan to the Home Office for approval, which, if agreed, will provide us with some greater financial certainty until 2020. The Authority recognises that ensuring value for money is a major and continuing priority.

Through the review of risk and opportunity we have identified the following areas to further improve our value for money:

- Property consolidation and collaboration with other blue light services, including a rationalisation of estates in Huntingdon in partnership with the police and ambulance services
- Exploring further opportunities for the sharing of support services with the police and local authorities
- Supporting national, sector wide spend analysis and in turn support the development of future procurement strategies
- Potentially sharing officer cover more widely across the region to deliver cost savings as well as increased resilience and sharing areas of specialism
- Explore, through an established blue light strategic interoperability board, opportunities to work together in the use of property, staff, training and equipment to improve the service provided to communities
- Deliver efficiencies, through the Service Transformation and Efficiency Programme (STEP), by the automation and improvement of business processes, reducing manual intervention and freeing up resources from administrative tasks to focus on value adding activities.
- Support the existing ICT shared service while exploring additional opportunities to collaborate with partners on ICT projects. This helps in maintaining secure technical platforms and reduces the risks from cyber-attacks.

People

People are at the heart of everything we do, both our staff and those in our communities who we seek to protect and assist. Our commitment to people in our communities is strategically addressed in the community safety excellence section (see page 20).

Our success as an organisation depends on having appropriately skilled and motivated staff who feel valued as individuals, making them more likely to deliver an excellent service. Our Workforce Development Board is led by the assistant chief fire officer and considers both internal and external drivers in order to set the strategic direction for our workforce development activities.

Through the review of risk and opportunity we have identified the following areas to further improve in this area:

- Refresh our development activities to better prepare staff for future management and leadership positions, including collaborative development programmes with other fire services and partner organisations
- Creating and implementing an action plan in response to the results of our employee engagement survey
- Continuous improvement of relationships and working practices with our representative bodies
- Strategic consideration of resourcing and strengthening our succession planning
- Reviewing our recruitment and promotion processes to ensure we are focused on assessing the skills needed for the future

- Carry out further work to ensure there are no barriers to improving the diversity of our workforce, including reviewing access and opportunities for disabled colleagues, more work to support greater gender diversity in different areas of the workforce and working to build long-term engagement with black and minority ethnic (BME) communities
- Introducing apprenticeship schemes into the Service to provide alternative career paths
- Conducting an equal pay audit
- Considering further opportunities for workforce reform as recommended in the recently published Thomas Review into terms and conditions of employment for operational staff in the fire and rescue service.

Our performance measures

We acknowledge that our previous performance standards are confusing with variation between urban and rural response targets so we want to simplify this. Replacing our current six response targets we will put in place one service wide performance measure:

- We will respond to the most serious incidents in our authority area within an average of 10 minutes for the first fire engine in attendance, and within 15 minutes for the second pumping appliance on 80 per cent of occasions.

We have outlined a number of areas that we are going to focus on through the delivery of our action plan. To help us ensure that we are delivering against these we will be monitoring the following performance measures:

- We will continue to reduce the number of primary and secondary fires and associated deaths and injuries within our communities using 'per head of population' as the comparable figure.
- We will seek to minimise the effects of fire by ensuring that fires are confined to the room of origin on 89% of occasions
- We will continue to work with our partners to reduce the number of people killed and seriously injured on our roads.

- We will continue to diversify our community response by increasing the number of co-responding stations and associated calls for help.
- We will continue to recruit a workforce that is more representative of our communities, specifically with regards to BME members of staff, female operational staff and female operational managers.
- We will continue to ensure we provide value for money by improving our Service year on year whilst remaining in the lowest quartile cost per head of population compared to other fire and rescue services.

Consultation

The purpose of consultation is to understand the effects of a proposal on different stakeholder groups.

There may be a number of reasons to consult: to gather views and preferences, to understand possible unintended consequences or to get views on implementation.

We seek to engage in real discussion with affected parties and experts to help make informed decisions; therefore how we consult on proposals will vary depending on the nature of the proposal. We accept that the traditional method of written consultation is not always the best way of getting those who are affected by a particular issue to engage in useful dialogue.

The choice and form of consultation will depend on the issues under consideration, who needs to be consulted, and the available time and resources.

In order to achieve this, we adopt the following principles:

- We will undertake an impact assessment when considering an initiative and identify those groups affected
- We will design a consultation plan specifically for the proposal, which is proportionate and targeted
- We will make clear the nature of the consultation

- The time frame for consultation will depend on the nature and impact of the proposal, and will enable meaningful engagement.¹

Previous consultations have included:

- Change in wholetime operational shift arrangements
- Review of rescue vehicle crewing arrangements at Huntingdon
- Review of support services
- Merger of Swaffham Bulbeck and Burwell fire stations.

¹Where a shorter timeframe is appropriate we will provide a clear rationale.

Appendix A - Glossary

Appliances	The general term used to describe all firefighting vehicles, including the standard fire engine or pumping appliance (<i>see pumping appliances</i>).
Automatic fire alarm (AFA)	An emergency call generated by remote monitoring equipment in non-domestic premises.
Community fire safety (CFS)	The range of fire prevention activities undertaken by the fire service, often in conjunction with partner agencies.
Fire safety order (FSO)	The fire safety legislation which the Authority has a duty to enforce.
Home fire safety check/visit	Visits by firefighters or other trained staff, often including free smoke alarm fitting and other home safety advice. They can be arranged on request, by referral from other agencies or via door-to-door contact.
Primary fire	Fires in buildings, vehicles and outdoor structures, or any fire involving casualties, rescues, or fires attended by five or more appliances.
Pumping appliance	A fire appliance with the capacity to pump water for firefighting.
On-call duty system	Firefighters with other full-time occupations are recruited to be available on-call close to their local fire station for a certain minimum number of hours per week, plus regular training. They are paid a retainer plus a call-out fee for incidents attended. The on-call service is more widely used in rural areas.
Secondary fire	The majority of outdoor fires, including grassland and refuse fires, unless they involve casualties or rescues, property loss or five or more appliances attend.
Similar services	A group of 13 fire and rescue services, similar in size and make up; Bedfordshire and Luton, Berkshire, Buckinghamshire, Cambridgeshire, Durham, East Sussex, Norfolk, Northamptonshire, Oxfordshire, Suffolk and West Sussex.
Wholetime	Full-time firefighters.

Appendix B

Resilience

Local Resilience Forums

The Civil Contingencies Act (2004) requires all category one responders to undertake joint planning, training and exercising to ensure their emergency plans are current, comprehensive and that they will work when an emergency occurs. The Act also requires consultation between category one and category two responders.

The Cambridgeshire and Peterborough Local Resilience Forum (CPLRF) has been established ensuring the duties under the Act are fulfilled. The Service is represented on the CPLRF at all levels, and chaired by the chief fire officer, ensuring not only that all duties are met but also the CPLRF continues to develop and improve.

The CPLRF has developed a Community Risk Register. Those risks identified as relevant to us and have the highest risk ratings are: severe weather events, flooding (coastal, tidal or fluvial), influenza pandemics and loss of telecommunications.

We have developed contingency plans to deal with all these situations along with the larger risks covered by the Control of Major Hazard (COMAH) regulations, undertaking regular exercises and assessments in preparation for emergencies.

We will continue to take a lead role and support the CPLRF in order to provide the public with the best capability in dealing with an emergency requiring a multi-agency response. The CPLRF is a valuable link in ensuring any learning points arising from incidents or exercises are satisfactorily covered in future planning.

National Resilience

The National Resilience programme was introduced in 2003 to strengthen the country's ability to handle emergencies and crises. The National Resilience assets are owned by the fire and rescue services which host them. Servicing of the vehicles and procurement of equipment for them is managed centrally.

The National Resilience programme enhances the capability and capacity of the fire and rescue service to respond to a range of incidents as well as a national co-ordination facility.

The programme delivers a number of distinct capabilities, these are:

- Mass decontamination
- Urban search and rescue
- High volume pumping capacity
- Operational logistics and support
- Long term capability management

We operate one specialist vehicle available to the National Resilience programme and for use within the county:

- A High Volume Pump

The High Volume Pump (HVP) is crewed by on-call firefighters and is used to pump large quantities of water to an incident, or to move large quantities of water away from an area such as in flood situations. The pump is capable of pumping 7,000 litres of water per minute and comes with three kilometres of high capacity hose which is laid using a specially designed hose-laying unit.

We also jointly manage a second vehicle, which is the Eastern region's Detection, Identification and Monitoring (DIM) vehicle. The DIM vehicle will provide a 24/7 response capability for deployment in the early stages of a major incident, involving chemical, biological, radiological and nuclear (CBRN) materials either within or outside the region. 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.

Other specialist units provided under the National Resilience programme are available to us through the national co-ordination centre.

Appendix C

Knowing our Communities

Only by knowing the people that live and work in Cambridgeshire and Peterborough will we be able to provide an appropriate and good quality service that meets the needs of the county's different communities. A number of complex characteristics contribute to the risk of being affected by fire or other emergency or to being able to access services. This strategy focuses on those characteristics protected by the Equality Act 2010 and outlines below the areas where there are known inequalities in health, safety and wellbeing outcomes.

Age

Emergency incident data shows that those most at risk of being injured or dying as a result of fire are older people – particularly those with an additional vulnerability such as disability, mental ill-health or isolation. This is an increasing risk as the population of Cambridgeshire and Peterborough is ageing. Census 2011 data shows the number of people aged 65 and over make up 15 per cent of the population, two per cent being 85 and over. The population aged 65 and over in Cambridgeshire is expected to increase by 64.4 per cent between 2012 and 2031, an additional 67,400 people. Our tactical prevention plans already include a focus on this most vulnerable group.

Children and young people are another group potentially at risk from the consequences of accidental fires (through lack of knowledge, maturity or judgement); and deliberate fire-setting (risk taking behaviours or anti-social behaviour). Initiatives to engage and educate them about the danger of fire-setting behaviours through partnership work are already key areas of our prevention work. Inexperienced and younger drivers are also more at risk of being involved in RTCs and again education programmes to address this are in place.

Peterborough has a younger population than the national or regional average and the migrant populations and Asian populations in particular have a younger profile than white British communities.

Disability and Ill-Health

People with a long-term health problem or disability make up 15 per cent of the population in Cambridgeshire and 17 per cent in Peterborough - slightly lower than the UK as a whole. However, the disability profile varies widely with age and older people are more likely to suffer from dementia as well as other progressive conditions. Mental ill-health can lead to increased risk of fire in the home and the risk of being injured or dying in a fire, particularly for people living in isolation with limited access to care and support or with specific disorders like hoarding behaviours.

This risk is set to increase in the future given the nature of our ageing population. Our work with partners like Adult Social Care, Age UK and Alzheimer's Society helps identify those in most need of intervention and we offer services like Safe and Well visits and free smoke alarm fitting. The national Dementia Friends programme which we began to roll out in 2014 is helping to improve awareness of dementia among our staff.

Ethnic Origins and Nationality

Cambridgeshire and Peterborough both have a rich heritage of ethnic and cultural diversity. Understanding new communities as well as building and sustaining relationships with long standing communities is important in providing an effective prevention and response service. The greatest nationality and ethnic diversity is within the cities of Cambridge and Peterborough although rural areas have also seen an increase in Eastern European migrants as additional countries have joined the European Union. Peterborough has a higher proportion of population from the Eastern European accession countries than the national or regional average with 7.7 per cent of the population born in countries joining the European Union between 2001 –11.

Table 1 gives an overview of the ethnic diversity in each district or unitary authority including a breakdown of those who identify as "White" (2011 census). Table 2 gives a further break down of Black and minority ethnic populations.

Table 1 Ethnic Diversity by District

District	Cambridge	East Cambs	Fenland	Huntingdonshire	South Cambs	Peterborough
(population)	(123,867)	(83,818)	(95,262)	(69,508)	(148,755)	(183,631)
% White British	66%	89.7%	90.4%	89.5%	87.3%	70.9%
% Irish	1.4%	0.6%	0.4%	0.7%	0.7%	0.7%
% White other	15.1%	5.9%	6.4%	4.6%	5.3%	10.9%
% Black & minority ethnic	17.6%	3.6%	2.9%	5.3%	6.8%	17.6%

Table 2 Breakdown of BME Communities

District	Cambridge	East Cambs	Fenland	Huntingdonshire	South Cambs	Peterborough
Mixed/multiple ethnicity	3.2%	1.4	1.0	1.5	1.8	2.8%
Asian/Asian British	11.1%	1.3	0.8	2.5	3.7	11.7%
Black/Black British	1.7%	0.5	0.5	1.0	0.8	2.3%
Other ethnic group	1.6%	0.3	0.2	0.3	0.2	0.6%

Communication difficulties can act as a barrier in providing safety information to those whose first language is other than English. In 2014 we examined how operational crews overcome such barriers and will continue to improve support to them in this area. Inadequate accommodation - often in houses of multiple occupation – adds to the vulnerability of some of this group and a specific tactical community fire safety plan has been developed to tackle overcrowded properties.

Gypsies and Travellers remain a significant (although undisclosed) ethnic minority group across the Authority area and within the Eastern region. Across Cambridgeshire, Gypsies and Travellers are estimated to make up one per cent of the population with 58 per cent of these living in caravans and 42 per cent in settled housing.² However there is variation across the districts and Fenland has one of the largest Gypsy Traveller populations in the country. Gypsy, Traveller and Roma children remain highly disadvantaged in terms of educational achievement and there is experience that this community lacks confidence and knowledge about how to access services such as health, social care and other public services. We will continue to raise awareness of the needs of this group with our staff and partners.

Gender

The gender ratio across the county has become more even (49.5 male: 50.5 female). Data from 2004/05 to 2011/12 indicated that men were more likely to be casualties or victims of a fire fatality than women in general.

More recent data for domestic fires (2011 – 2014)³ shows little difference in outcomes between the genders. However this varies with age group and circumstances, with a higher proportion of women over pensionable age living alone (64 per cent) being injured in domestic fires, but a higher proportion of men living alone under pensionable age (66 per cent) being injured. Men are still more likely to be injured or killed in RTCs. We will continue to monitor the circumstances and characteristics of those injured in fires and other emergencies to identify and respond to altering trends.

Transgender

The term 'transgender' is an umbrella term for the wide range of people whose gender identity and/or gender expression differs from their birth sex. People who intend to transition, are doing so or have already done so, have the gender reassignment characteristic and protection from discrimination under the Equality Act (2010).

Research from the Home Office⁴ indicates about one per cent of the population may describe themselves as transgender. In recent years there has been an increase in the numbers seeking treatment, thought to be because of greater protection for this group in law. A recent assessment of needs was carried out by Encompass Network for South Cambridgeshire and Cambridge City District Councils (see page 6 - sexual orientation below).

Religion and Belief

² Cambridgeshire CC - Travellers Joint Strategic Needs Assessment 2010

³ Prevention Tactical Forum Commentary: August 2014 – Performance Team.

⁴ Gender Variance in the UK: Prevalence, Incidence, Growth (2014 update) – report by Gender Identity Research & Education Society

In Cambridgeshire and Peterborough, Christianity is the most prevalent religious belief (58 per cent) which is consistent with the national picture (59 per cent). Muslims form nine per cent of Peterborough's population – significantly higher than the national average (4.8 per cent) and that in Cambridge City (four per cent). Nationally the Muslim population is considerably younger than the population in general. National research⁵ shows that Muslims are the most likely of all faith groups to live in deprived localities (46 per cent of Muslim population residing on the 10 per cent most deprived areas).

The faith of our communities is relevant to us where we provide services in people's homes and also in relation to understanding behaviours and observance of faith based traditions. Our role and responsibilities in planning for large scale emergencies also provides an opportunity to engage and foster good relations with faith leaders who may be in a position to support and reassure their faith communities in national or large scale emergencies.

Sexual Orientation

Cambridgeshire has a number of support networks for Lesbian, Gay, Bisexual and Transgender (LGBT) communities and we have partnered with Encompass – an umbrella network - to raise awareness of the needs of these communities. A needs assessment for South Cambridgeshire and Cambridge City (2014)⁶ has provided the most recent research about this community. The research points to a high incidence of mental ill-health; high incidence of homophobic experiences, particularly in rural areas; perceptions of bi- and homophobia acting as a barrier to accessing services for older people and the need for gender identity training for all public facing staff in public services.

⁵ A Demographic, Socio-economic, and Health Profile of Muslims in Britain drawing on the 2011 Census.

⁶ Cambridge City and South Cambridgeshire LGBTQ Needs Assessment April 2014

Agenda Item no. 5

TO: Policy and Resources Committee

FROM: Assistant Chief Fire Officer (ACFO) Rick Hylton

PRESENTING OFFICER(S): Head of Human Resources - Sam Smith
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DATE: 26 January 2017

UPDATE ON STRATEGIC WORKFORCE DEVELOPMENT

1. Purpose

- 1.1 The purpose of this report is to update the Policy and Resources Committee on the Service's strategic workforce development activity and to seek approval of the proposed draft strategic workforce development objectives for 2017/18.
- 1.2 The Service's progress in this area is considered against the context of the recently published Adrian Thomas independent review of conditions of service for fire and rescue staff in England and so this report also serves to update the Committee on Mr Thomas's review.

2. Recommendations

- 2.1 The Policy and Resources Committee is asked to:
 - i) note the information given as an update;
 - ii) approve for officers to proceed with converting the identified opportunities from the Adrian Thomas Review into a prioritised action plan to be brought back for comment and approval;
 - iii) approve the draft strategic workforce development objectives for 2017/18 and the proposed approach to review of progress.

3. Risk Assessment

- 3.1 **Political** – there is a political expectation that Authorities will consider the findings and recommendations of the Thomas Review and incorporate them into local and national strategic plans as appropriate.
- 3.2 **Social** - a clear strategic workforce development plan will aid employee engagement and motivation, as well as acting as a marker by which the Service can market itself as an 'employer of choice' to prospective employees.

- 3.3 **Economic** – failure to work to ensure that the Service can plan for and develop the skills needed in its workforce of the future is likely to mean incurring additional costs in the longer term, for example, a need to pay more to buy in appropriate skills, which are likely to be in demand.

4. **Background**

- 4.1 The Service has been focused for some time on the development of its workforce and in particular developing the skills needed to enable it to be in the best possible shape to meet the challenges and take advantage of the opportunities that we know the future will bring. Our progress was subject to an internal audit in March 2016 when positive feedback was received on our direction of travel.
- 4.2 At national level, the Adrian Thomas review of conditions of service for fire and rescue staff in England ('the Thomas Review') was released in November 2016. The independent review had been commissioned by the then Fire Minister Penny Mordaunt in August 2014 and considers a number of matters related to strategic workforce planning and development. A link to the full report is given in the bibliography.
- 4.3 In the context of reviewing our progress and considering strategic objectives for the coming year as part of the annual business planning cycle, Mr. Thomas's report has been reviewed cognisant of areas of current good practice in relation to the recommendations made. A full report detailing these is at Appendix 1. However in summary, many of the recommendations made in the Thomas Review report are already embedded into the way we work in Cambridgeshire Fire and Rescue Service (CFRS), demonstrating our proactivity and forward thinking approach to strategic workforce development and highlighting the ways in which we have sought to reform our workforce and working practices in recent years. The Committee is asked to note this report and the strong position that the Service is in in relation to the recommendations made in the Thomas Review.
- 4.4 A 'gap analysis' has also been undertaken against the recommendations made in the Thomas Review, to identify opportunities for the focus of our on-going efforts to ensure we continue to develop a workforce that best reflects the diverse communities that we serve and is equipped with the skills that will be needed for the future. These identified opportunities are shown in full at Appendix 2. The Committee is asked to approve the recommendation for officers to proceed with converting the identified opportunities into a prioritised action plan.
- 4.5 The prioritised action plan is anticipated to cover a three to five year period and will link to the related risks and opportunities identified in the draft Integrated Risk Management Plan for 2017 to 2020. Given the annual planning cycle, there is a current need to develop draft strategic workforce development objectives for 2017/18. These are at Appendix 3 and have been drafted with reference to the gap analysis of opportunities presented by the Thomas Review recommendations, the draft IRMP 2017 to 2020 (recognising that this is still subject to approval from the Authority) and a draft national workforce strategy for the fire and rescue service

issued by the Chief Fire Officers Association (CFOA). The Committee is asked to approve these draft objectives.

- 4.6 Progress against these objectives is proposed to be via internal review by the senior leadership team and via a half and full year update to the Authority's Overview and Scrutiny Committee. The Committee is also asked to approve this approach to review of progress against the objectives.

BIBLIOGRAPHY

Source Documents	Location	Contact Officers
<p>The Adrian Thomas review of conditions of service for fire and rescue staff in England</p> <p>Draft Integrated Risk Management Plan 2017 to 2020</p> <p>Draft national workforce strategy for the fire and rescue service</p>	<p>Service HQ Hinchingsbrooke Cottage Brampton Road Huntingdon</p> <p>The Thomas Review is also available at https://www.gov.uk/government/publications/conditions-of-service-for-fire-and-rescue-staff-independent-review</p>	<p>ACFO Rick Hylton rick.hylton@cambsfire.gov.uk 01480 444500</p> <p>or</p> <p>Sam Smith, Head of HR samantha.smith@cambsfire.gov.uk 01480 444500</p>

Appendix 1

Cambridgeshire Fire and Rescue Service's position against the recommendations made in the Thomas Review

An assessment of progress made and current good practice

1. Introduction

- 1.1 The Adrian Thomas review of conditions of service for Fire and Rescue staff in England ('the Thomas Review') was released in November 2016. The independent review had been commissioned by the then Fire Minister Penny Mourdant in August 2014, and considers a number of matters related to strategic workforce planning and development.
- 1.2 Many of the recommendations made in the Thomas Review are already embedded into the way we work in CFRS, demonstrating our proactivity and forward thinking approach to strategic workforce development.
- 1.3 This report highlights the progress already made and the current good practice across each of the five main areas of recommendations from the Thomas Review, demonstrating the ways in which CFRS has sought to reform its workforce and working practices in recent years.

2. CFRS position against recommendations in the *The Working Environment* section of the Thomas Review

2.1 Recommendations made in this section:

- i) Culture and trust are at the centre of many of the changes required to create a high performing service aligned to the needs of the people it serves. A consistent employee engagement survey should be developed and deployed across the service (allowing inter authority comparisons) and 'hard wired' into management objectives.*
- ii) Early engagement with employee representatives at the earliest opportunity should be a feature of all change programmes.*
- iii) Fire and rescue services should deploy training in effective change management, leadership and employee engagement in addition to Industrial Relations.*
- iv) Increased importance should be placed by fire and rescue services on employee communication - appropriate management training and processes (direct to employee) should be implemented.*
- v) Fire and rescue services should instigate audits of the flow of management information reaching the workforce with the aim of improving the flow of information to the frontline firefighter.*
- vi) Management of performance objectives should be hard wired to the results of an annual employee engagement communication survey.*

vii) Unconscious bias training should be rolled out across the fire and rescue service.

viii) The leadership of the Fire and Rescue Service (represented by the Local Government Association) and the employee representatives together with special interest groups representing woman and black minority ethnic firefighters should publish a memorandum of understanding as to how people will be treated.

ix) Research should be directed at how the cadet scheme could be utilised to wide the diversity of the service and how the interest in supporting the fire service can be maintained when the cadets leave the scheme (impacting both equally and potentially the retained duty system).

x) Second jobs, in themselves, are not the issue. It is the lack of transparency in the declaration of second jobs - therefore each fire and rescue service should maintain an active register of firefighters with second jobs. A refusal of failure to declare a second job should be treated as a serious disciplinary matter.

xi) Implement a single technological/equipment evaluation facility.

- 2.2 We conducted an employee engagement survey in 2015. This was designed and delivered for us by an independent specialist market research and employee insight agency, allowing us to draw on their professional expertise and extensive experience in the field. The results were generally very positive, with an overall engagement score of 58% (significantly above the norm).
- 2.3 The opportunities for improvement identified within the survey were broadly as expected, and the Development Steering Board are overseeing the delivery of an employee-led action plan, and intend to 'pulse-check' progress in 2017/18, with a further full survey in 2018/19. Where appropriate, further diagnostic work to better understand particular areas of results from the survey has also been commissioned.
- 2.4 Effective and timely communication is central to maximising employee engagement and creating a positive working environment. We have a number of different communication processes in place and the use of these will vary depending on the message we need to communicate. We believe that face-to-face communications are particularly important. For example we hold regular management seminars and schedules of visits in relation to specific change programmes. Improved technology in the Service has seen us recently trial new communication methods such as video blogs, and plans are already in place to review our existing processes and (as part of the employee engagement action plan) carry out some research with staff to see how we can further improve the delivery and monitoring of internal communications.
- 2.5 We actively encourage communication to be two-way; for example our programme of informal station / department visits invite staff to talk about whatever they wish with members of the senior leadership team, and our 'Ask SMT' function on the intranet allows any member of staff to raise a specific question with the senior team, to which a response will always be published.

- 2.6 We have focused on management and leadership development for a number of years, particularly since engaging with T-Three as our organisational development partner in 2011. Our initial programme with T-Three rolled out to all managers in the Service, and was built around the themes of change management and leadership, focusing on 'moments of truth' conversations as a way of inspiring employee engagement.
- 2.7 In 2015 we employed a learning and development professional to bolster our in-house capability in this area, and the role has been responsible for establishing a suite of complementary development programmes and activities targeted at both aspiring and existing managers at all levels and across all areas of the Service. These programmes and activities incorporate content on the themes recommended in the Thomas Review (change management, leadership, employee engagement and industrial relations), and plans are already in place to develop this further in 2017/18 and beyond.
- 2.8 Our One Team Behaviours set out what is important to us about how we all behave at work in all of our interactions – with each other, with the public and with the various partners that we work with. They were developed by staff, for staff, and are used as part of our performance management process. The One Team Behaviours build on our earlier Leadership Charter and reflect the focus that we have placed on leadership development in the past 10 years.
- 2.9 Since 2007 we have engaged with a specialist provider to deliver professional behaviour at work training to all staff (with enhanced content for all managers), and in 2016/17 we have also delivered face-to-face training in unconscious bias to all managers who are involved in recruitment and selection activities; this is further supported by an e-learning module on the topic.
- 2.10 Our positive action strategy has seen us significantly increase the proportion of females and BME individuals applying for, and being successful in, our wholetime firefighter recruitment campaigns. Applicants from both females and BME individuals in 2015/16 were both double or almost double proportions from the previous year, with 29% of successful new wholetime recruits being female (compared to 6.3% the previous year), and 10% identifying themselves as BME (compared to none the previous year). Whilst we recognise that there is more work to do to ensure that proportions truly reflect the demographic makeup of the county, this does provide an indication that effort and resource put into sensible and proportionate positive action measures can bring results.
- 2.11 More broadly, we were also recognised as achieving 'Excellence' status against the Fire Service equality framework in November 2015, demonstrating our overarching commitment to equality and inclusion in all areas of our work.
- 2.12 Although the Service ceased running a cadet scheme circa ten years ago, we have recently launched the Firebreak scheme, and continue to participate in the Price's Trust scheme. Both of these are direct intervention programmes for identified groups within the community that aim to promote a culture of safety and citizenship by providing a range of vital life skills whilst undertaking the various disciplines of the fire

service. Both have the potential to be deployed in support of future greater equality within the fire service in the same way that the Thomas review suggests a national cadet scheme might.

- 2.13 Finally in this area, the Thomas Review makes a recommendation with regard to the declaration of secondary employment held by firefighters. In CFRS it is a contractual requirement for eligible operational staff to seek formal permission to undertake secondary employment, and we maintain a register of secondary employments held (both within or external to the Service).

3. CFRS position against recommendations in *Documented Conditions of Service* section of the Thomas Review

3.1 Recommendations made in this section:

- i) The fire and rescue services in conjunction with Government should create a national communication programme highlighting the range of activities and skills beyond fighting fires currently undertaken by firefighters. The aim of this would be to raise public awareness that creating a flexible fire and rescue service aligned to prevention is key to increasing safety in the local community.*
- ii) Slim down and modernise the Grey Book, removing duty systems and reference to role maps and national occupational standards and replace with contracts of employment.*
- iii) Minimum night time shift house should be removed from the Grey Book.*
- iv) Disagreements regarding additional payments, collaborations or implementation of new technologies and working practices should be resolved locally without resort to the national advisory panels.*
- v) The national employers, government and employee representatives should, in support of establishing a changed culture (as detailed earlier), meet and agree a re-defined national joint protocol on industrial relations.*
- vi) The ability to compulsorily move an individual from the flexible duty system should be introduced.*

- 3.2 Whilst the recommendations under this heading in the Thomas Review have a predominately national focus, CFRS has done much to evolve conditions of service in recent years in order to create greater flexibility, cost efficiency and ability to respond to the changing needs of our communities.

3.3 Changes over the past five years include:

- Introduction of a new wholetime shift system (saving over £900,000)
- Introduction of on-call rostering (allowing better insight into the true availability of on-call appliances and ensuring appliances are crewed on a demand led basis)

- A review of our flexible duty system (saving in excess of £250,000 per annum and reviewed in 2016 which demonstrated we continue to meet foreseeable operational needs whilst being the most efficient within our family group)
- Removal of one principal officer post (saving over £265,000 per annum)
- Re-alignment of Chief Fire Officer pay (reduced by £28,000 per annum from 1 January 2016)
- Introduction of a new crewing system for combined fire control (better aligning command and control resources to demand profiles)
- Introduction of the Tactical Delivery Group – a duty system designed to work flexibly across the county to deliver targeted community fire safety work and help increase operational availability and resilience
- Introduction of a shared operational command rota at Area Commander level with a neighbouring FRS
- Resilience agreements for officers (ensuring the continuing provision of sufficient operational cover during periods of industrial action and other situations which may significantly impact our resources)

3.4 We continue to seek opportunities to further balance our available resources to our demand profile and to enable us to respond with maximum flexibility to the changing needs of our communities; the current on-going negotiations on the re-assignment of crews from the rescue vehicles is an example of this.

4. CFRS position against recommendations in the *Industrial Relations* section of the Thomas Review

4.1 Recommendations made in this section:

i) The NJC should be retained for the purposes of national pay bargaining for basic pay whilst reforming itself to represent employers and employees on a more local basis for all other conditions of service including incremental pay for acquiring competences beyond 'safe to ride'.

ii) The National Joint Council should consider operating regionally to reflect the requirements of the different fire authorities whilst retaining a national umbrella with respect to basic pay.

iii) Remove Technical Advisor Panels and Resolution Advisory Panel (ACAS) and replace with a direct to ACAS approach. Fire Authorities are undertaking a significant amount of local negotiation as they agree positions out with the Grey Book locally and this will not significantly increase workload or cost - in fact the Knight review suggested that local negotiations save money.

iv) The Government should recognise the increasing view that the current right to withdraw labour (take strike action) is incompatible with the expectations that the public has of an emergency service. As such Government should bring forward

appropriate legislation to remove the protection afforded under the Act to unions when their collective strike action, or action short of strike, impedes the fire and rescue service from making an emergency response. The right to strike being retained for non-emergency activities.

v) If the Government determines not to bring forward legislation to restrict the right to strike then Government should instigate consultation with a view to agreeing with employees impacted a strike agreement in emergency situations. The right to strike being retained for non-emergency activities.

vi) The chair of the National Joint Council should instigate an independent review of the structure and representative make-up of the National Joint Council to enable it to perform effectively at both a local and national level - noting that a number of contributors, from both the employers and the representatives, felt that they were excluded from the council.

- 4.2 Again, whilst the recommendations under this heading in the Thomas Review have a national focus, CFRS has worked hard to foster constructive industrial relations in the past few years. We have focused on active engagement with representative bodies to find common ground, in order to agree changes which are ultimately in the best interests of the organisation and the communities we serve.
- 4.3 We have a structured process for engaging with our employee representatives through the Executive Negotiating and Consultation Committee (ENCC) and the Joint Consultative Committee (JCC), both of which are guided by an agreed statement of intent between CFRS and FBU Cambridgeshire. This approach has led to both parties being able to agree a high number of local collective agreements in recent years (section 3.3 above shows the diversity of changes to local terms and conditions of employment covered by these agreements). We also enjoy constructive relationships with the Retained Firefighters Union (RFU) and Unison.
- 4.4 Key to developing our industrial relations has been developing a shared understanding and appreciation of different perspectives. During the first Comprehensive Spending Review in 2010, we worked with the incumbent employee representatives to demonstrate to them the proactive and efficiency-generating work across all areas of the Service, not just the operational frontline.
- 4.5 We have also sought to develop managers to engage more in consultation and negotiation with our employee representatives (under the governance of the ENCC and JCC model), in order to ensure that constructive industrial relations can be truly sustainable, rather than primarily dependent on individual relationships.
- 4.6 It is notable that all of the changes implemented have been achieved without local unrest, and throughout the period of national pension strike action. Furthermore, during the periods of national industrial action, all parties conducted themselves professionally and with respect to their colleagues, regardless of their personal decisions on whether or not to strike.

5. CFRS position against recommendations in the *Retained Duty System* section of the Thomas Review

5.1 Recommendations made in this section:

- i) Fire and Rescue Authorities should adopt duty systems and staffing which align firefighter availability to the planned work load (e.g. community safety) whilst providing response cover appropriate to the Integrated Risk Management plan should be encouraged.*
- ii) Fire and rescue authorities should be required to provide an annual statement on the use of retained firefighters. Any decision not to use or to cease to use retained firefighters should be communicated in this statement and underpinned with operational evidence provided by the fire and rescue service.*
- iii) As part of the annual statement fire and rescue services should be required to provide an annual commentary on the number and use of retained firefighters. And in particular to report in the level of mixed crewing or co-working with wholetime personnel.*
- iv) Legislation should be brought forward to provide employment protection to fire fighters employed on the Retained Duty System. This legislation is already in place for other groups (military reservists, magistrates and so on.*
- v) A national awareness programme for the retained duty system personnel should be produced.*
- vi) Trial and evaluate, in a limited number of fire and rescue services, the use of an annual bounty payment for employers of retained firefighters.*

5.2 As a predominately rural fire service, CFRS has long recognised the importance of the retained (on-call) duty system in delivering our response service. However, over the past decade, retention rates have been falling and recruitment has become increasingly challenging. This is true at a national level as well as within Cambridgeshire, and is due to a combination of societal changes and the significant decrease in call volume, meaning that on-call staff attend fewer incidents than ever before.

5.3 We have employed a dedicated On-call Recruitment Officer to engage with both potential candidates and local employers, and this has had such an impact on the ratio of successful candidates to applicants that the postholder presented a best practice case study to the CFA Retained Duty System conference in 2016, and is an active member of the national CFA RDS working group. We have also implemented a dedicated electronic recruitment system for on-call which has reduced the timescale of the recruitment process.

5.4 We have also implemented an annual 'bounty' type payment to recognise and reward our on-call staff who deliver over and above expectation by providing greater cover over the course of the year than they are contracted for, and our launch of a co-responding service with the East of England Ambulance Service in 2016 is one way in which we are seeking to diversify the work of the on-call in order to both

improve on-call retention rates and make better use of our resources for the good of the communities of Cambridgeshire.

5.5 We are in the second year of a programme to utilise on-call staff (from stations which do not have enough staff available to crew an appliance) at other stations to increase appliance availability during the daytimes. Wholetime staff from our Tactical Delivery Group also ride with on-call colleagues in order to increase daytime appliance availability. This, coupled with those staff who hold a combined wholetime/on-call contract of employment (and therefore help to crew the appliance with their on-call colleagues at evenings and weekends), demonstrates our commitment to the principle of mixed crewing.

5.6 Finally, we are delivering a project under our Business Development Programme to consider and evaluate the options available to the Service to vary the on-call model in Cambridgeshire in order to create ongoing sustainability. This is currently exploring the feasibility of using different types of appliances to enable more flexibility in the numbers of staff needed to respond to incidents, and the further use of mixed wholetime and on-call staffing.

6. CFRS position against recommendations in the *Management of the Fire and Rescue Service* section of the Thomas Review

6.1 Recommendations made in this section:

i) Fire authorities should keep the number and level of commitment of fire authority elected members under review. The right number may differ by authority but should be large enough to allow scrutiny without becoming burdensome on operational delivery.

ii) Recruitment and selection academic standards should be immediately raised.

iii) Fire and rescue services should create critical mass by collaborating in recruitment including lateral recruitment into 'fast track' management programmes.

iv) Fire and rescue services should explore a collaborative approach to the creation of succession plans and senior leader programmes with more cross authority developmental moves.

v) Where collaboration could lead to more formal mergers, Government should find transformational funding to support the creation of larger fire and rescue services that offer critical mass in areas of technology introduction, recruitment, succession and development.

vi) Fire and rescue services should maintain an up-to-date strategic workforce plan.

vii) Fire and rescue services that cannot offer promotional opportunities away from the original place of work/watch then preparatory management training should be available as part of a strategic workforce development plan.

viii) The expectation that all fire fighters attain the same, maximum, level of competency should be removed. The wide and increasing range of roles and

activities undertaken by fire fighters calls for a more sophisticated alignment of capability with the activity required in support of the local Integrated Risk Management Plan that can be provided by the view that 'a fire fighter is a fire fighter'.

ix) Training and pay should reflect a 'safe to ride' measure - basic core skills and core pay followed by competency based increments as required (which in the event of losing that competency means that the fire fighter retains their job albeit without that competency).

x) To create and maintain (in the face of decreasing numbers) a cadre of managers capable of becoming future fire and rescue service leaders, a standardised industry wide approach to leadership development should be adopted.

xi) Fire and rescue services not using the Executive Leadership Programme should reconsider doing so.

xii) A lateral, industry wide, recruitment scheme should be created. This will fast track managers through the experiential requirements and into senior roles.

xiii) The Gold Book (conditions of service for principal officers) should be removed along with that for Brigade Managers. With pay and conditions of service agreed locally subject to the introduction of a more sophisticated job evaluation programme that much better reflects job size, role complexity and other duties in a way which allows inter authority comparison.

xiv) All fire and rescue services and fire authorities should review the accessibility of their pay policy statements.

xv) The Chief Fire Officers Association should consider increasing the term of office for the role of president from 1 year to 1 or 3 years - to provide increased stability of leadership.

6.2 We were the first Service in the country to raise our entry standards for wholetime firefighters to 5 GCSEs at grades A*-C. We did so to ensure that those who applied had the level of education necessary to pass the written tests that form part of the selection process, and in recognition of the fact that the role of firefighter has become increasingly technical, therefore requiring an increased understanding of the science behind the response element of the role. We intend to take a longer term view on how individuals recruited against this entry standard progress through the organisation, but we do expect there to be a knock on effect in broadening the pool from which we will select our future leaders.

6.3 Similarly, we require all on-call applicants to pass written and numerical reasoning tests which are equivalent to Level 2 (GCSE standard). However, we do not subscribe to the view that a "firefighter is a firefighter", and do not expect or require our on-call firefighters to attain the same range of skills as our wholetime firefighters. Equally, the skills acquired by wholetime firefighters varies according to differing risk profiles across the county.

- 6.4 The delivery of our Workforce Development Strategy is overseen by the Development Steering Group, which is sponsored by the Assistant Chief Fire Officer. This was audited in 2016 with positive feedback.
- 6.5 We have already actively explored fast-track entry options (in collaboration with another Service), and we took part in the national fire service High Potential Leadership Programme pilot in 2009. In 2015 we launched the first cohort of a new leadership development programme at middle manager level in collaboration with a neighbouring Service, and we are also already exploring opportunities for cross-authority development secondments.
- 6.6 We also have a history of seconding officers to external partners (such as the Fire Service College) to support their career and personal development. We currently have one officer seconded to the Chief Fire and Rescue Advisor's Unit at the Home Office, one officer seconded to the Safer Peterborough Partnership, working in collaboration with multi-agency partners to build stronger and more supportive communities and support high risk and vulnerable individuals, and one member of professional support staff seconded to another Fire Service in a developmental role.
- 6.7 Our development programmes are aligned to our operational promotion processes, and our standard practice is to offer promoted staff the opportunity to work away from their original place of work, as well as delivering management training to support them in their new role. Additionally, our internal development programmes build content and themes to link into the national Executive Leadership Programme, of which there are 4 graduates in Cambridgeshire, with another officer due to participate in the 2017 cohort.
- 6.8 We have reviewed the pay and conditions for all members of the Chief Officers group, and as referenced in paragraph 3.3 above, have reduced the Chief Fire Officer's pay by £28,000 per annum from 1 January 2016. We have also already reviewed the accessibility of our pay policy statement, which is now available in two clicks from our website homepage.
- 6.9 There are a number of other areas embedded into the way CFRS operates which, although not directly referenced within the recommendations relating to the management of the fire and rescue service, do further highlight our commitment in this area:
- We have reduced use of pre-arranged overtime in the Service by over £90,000 per annum in the past 10 years, partly as a result of the introduction of the more efficient shift systems detailed in paragraph 3.3 above, as well as the introduction of centralised crewing.
 - We have also reduced sickness absence significantly over the last decade, from over 12 shifts per person per year on average, to our current rate of just over 6 shifts per person per year on average (this is below the average absence rate for the public sector). This has been achieved through better management of sickness absence issues and the introduction of a clear and transparent policy supported by training for line managers.

- Our efforts to collaborate across a number of different areas and with a range of partners has been the subject of a previous paper to the Authority, and this is now extending to greater collaboration with the police through the recently formed Strategic Interoperability Board.

Appendix 2

Identified opportunities for further work/progress in relation to the recommendations made in the Thomas Review

No	Recommendation	Opportunities
	The Working Environment Recommendations	
1	Culture and trust are at the centre of many of the changes required to create a high performing service aligned to the needs of the people it serves. A consistent employee engagement survey should be developed and deployed across the service (allowing inter authority comparisons) and 'hard wired' into management objectives.	<p>Although this recommendation has an overarching national focus, there is an expectation in the executive summary to the report (p.13) that FRSs will also take the principle forward on an individual basis. Therefore:</p> <ol style="list-style-type: none"> 1. There is an opportunity to 'hard wire' engagement related measures into management objectives locally 2. There is an opportunity for CFRS to proactively feed into any national workstreams.
2	Early engagement with employee representatives at the earliest opportunity should be a feature of all change programmes.	<p>This recommendation is in the remit of individual FRSs to take action, although there will also be a national context in relation to the fire reform programme. Greater local management of industrial relations will be the future focus should recommendations around the NJC and the Grey Book be progressed. Therefore:</p> <ol style="list-style-type: none"> 1. There is an opportunity to review the processes and timings by which the Service seeks to engage with employee representatives, in order to identify any areas where further changes / improvements could be made.
3	Fire and rescue services should deploy training in effective change management, leadership and employee engagement in addition to Industrial Relations.	<ol style="list-style-type: none"> 1. There is an opportunity to build greater content on these 4 themes into: <ol style="list-style-type: none"> i) future formal training and development activities (both Learning & Development programmes, and appropriate Training Centre led activities) ii) more informal development activities - e.g. focus topics for manager forums (building conversation and input around the themes into everyday activity is more likely to support a sustained culture change in these areas than discrete training courses or programmes)

		2. There is also a link to other recommendations about Services taking a more collaborative approach to management and leadership development, which implies a degree of regional/national co-ordination as well. Therefore there is an opportunity to become involved in any national/regional workstreams.
4	Increased importance should be placed by fire and rescue services on employee communication - appropriate management training and processes (direct to employee) should be implemented.	1. Now we have improved technology in the Service, there is an opportunity to review our existing channels, carry out some research with staff, link into the employee survey engagement group to see if we can further improve internal communication.
5	Fire and rescue services should instigate audits of the flow of management information reaching the workforce with the aim of improving the flow of information to the frontline firefighter.	1. There is an opportunity to review best practice from other FRS communications teams regarding reach of message. 2. There is an opportunity to review options for further new technology, with inbuilt engagement and reach/monitoring tools.
6	Management of performance objectives should be hard wired to the results of an annual employee engagement communication survey.	See line 1 in this section.
7	Unconscious bias training should be rolled out across the fire and rescue service.	1. The iLearn module has been updated and refreshed to make it more user friendly to complete - this will roll out in 2017/18. 2. The module is currently voluntary - there is an opportunity to make it mandatory for any manager who makes decisions relating to people. 3. There is an opportunity to work with regional colleagues on further face-to-face training / discussion on unconscious bias. 4. See line 3 above in this section - there is also an opportunity to start having more regular conversations about unconscious bias e.g. in manager forums, to not just focus on formal training delivery. 5. There is also the potential for regional/national co-ordination on this topic, especially given separate recommendations about co-ordinated

		recruitment activity and the link to unconscious bias. Therefore, there is an opportunity to become involved in any national/regional workstreams.
8	The leadership of the Fire and Rescue Service (represented by the Local Government Association) and the employee representatives together with special interest groups representing woman and black minority ethnic firefighters should publish a memorandum of understanding as to how people will be treated.	n/a (this recommendation has a purely national focus)
9	Research should be directed at how the cadet scheme could be utilised to widen the diversity of the service and how the interest in supporting the fire service can be maintained when the cadets leave the scheme (impacting both equally and potentially the retained duty system).	<p>1. There is an opportunity to consider the re-introduction of a cadet scheme into CFRS as part of long-term attraction and diversity strategies.</p> <p>2. There is an opportunity to consider if the Firebreak or Prince's Trust schemes can be utilised to realise any of these benefits.</p> <p>3. There is an opportunity to become involved in any national/regional workstreams.</p>
10	Second jobs, in themselves, are not the issue. It is the lack of transparency in the declaration of second jobs - therefore each fire and rescue service should maintain an active register of firefighters with second jobs. A refusal of failure to declare a second job should be treated as a serious disciplinary matter.	1. There is an opportunity to review our current secondary employment register and to undertake an audit to ensure that all secondary employment has been properly declared.
11	Implement a single technological/equipment evaluation facility.	1. Although this recommendation has an overarching national focus, there is an opportunity to demonstrate our commitment to the principle of a single technological/equipment evaluation facility by actively engaging with the national hub.
Documented Conditions of Service Recommendations		
1	The fire and rescue services in conjunction with Government should create a national communication programme highlighting the range of activities and skills beyond fighting fires currently undertaken by firefighters. The aim of this would be to raise public awareness that creating a flexible fire and rescue service aligned to prevention is key to increasing safety in the local community.	1. There could be an opportunity to contribute to any national activity in this area.

2	Slim down and modernise the Grey Book, removing duty systems and reference to role maps and national occupational standards and replace with contracts of employment.	n/a (this recommendation has a purely national focus)
3	Minimum night time shift house should be removed from the Grey Book.	n/a (this recommendation has a purely national focus)
4	Disagreements regarding additional payments, collaborations or implementation of new technologies and working practices should be resolved locally without resort to the national advisory panels.	<p>1. Although the mechanisms to enable this recommendation to be enacted have a national focus, there is an opportunity to proactively begin to increase training and development opportunities for staff in industrial relations, in order to help us be best placed to work to resolve any disagreements locally (link to line 3 in the section above headed The Working Environment Recommendations).</p> <p>2. This could include actively seeking to learn from other FRSs who have particularly positive industrial relations, especially where turned around from previously notably poor relations.</p>
5	The national employers, government and employee representatives should, in support of establishing a changed culture (as detailed earlier), meet and agree a re-defined national joint protocol on industrial relations.	n/a (this recommendation has a purely national focus)
6	The ability to compulsorily move an individual from the flexible duty system should be introduced.	n/a (this recommendation has a purely national focus)
Industrial Relations Recommendations		
1	The NJC should be retained for the purposes of national pay bargaining for basic pay whilst reforming itself to represent employers and employees on a more local basis for all other conditions of service including incremental pay for acquiring competences beyond 'safe to ride'.	1. Although this recommendation has a national focus, we should ensure that there is an opportunity to feed in to discussions about how local arrangements would work.

2	The National Joint Council should consider operating regionally to reflect the requirements of the different fire authorities whilst retaining a national umbrella with respect to basic pay.	See line 1 in this section.
3	Remove Technical Advisor Panels and Resolution Advisory Panel (ACAS) and replace with a direct to ACAS approach. Fire Authorities are undertaking a significant amount of local negotiation as they agree positions out with the Grey Book locally and this will not significantly increase workload or cost - in fact the Knight review suggested that local negotiations save money.	1. Although this recommendation has a national focus, there is a linked opportunity to increase training and development opportunities for staff in industrial relations, in order to help us be best placed to work to resolve any disagreements locally (link to line 3 in the section above headed The Working Environment Recommendations, and line 4 in the section above headed Documented Conditions of Service recommendations).
4	The Government should recognise the increasing view that the current right to withdraw labour (take strike action) is incompatible with the expectations that the public has of an emergency service. As such Government should bring forward appropriate legislation to remove the protection afforded under the Act to unions when their collective strike action, or action short of strike, impedes the fire and rescue service from making an emergency response. The right to strike being retained for non-emergency activities.	n/a (this recommendation has a purely national focus, however the Government has already confirmed there is no intention to bring forward such legislation in relation to the fire and rescue service)
5	If the Government determines not to bring forward legislation to restrict the right to strike then Government should instigate consultation with a view to agreeing with employees impacted a strike agreement in emergency situations. The right to strike being retained for non-emergency activities.	n/a (this recommendation has a purely national focus)
6	The chair of the National Joint Council should instigate an independent review of the structure and representative make-up of the National Joint Council to enable it to perform effectively at both a local and national level - noting that a number of contributors, from both the employers and the representatives, felt that they were excluded from the council.	1. There could be an opportunity to contribute to any national activity in this area.
Retained Duty Systems Recommendations		
1	Fire and Rescue Authorities should adopt duty systems and staffing which align firefighter availability to the planned work load	1. There is an opportunity to use this recommendation to support the on-going negotiations around the re-designation of the RV crewing.

	(e.g. community safety) whilst providing response cover appropriate to the Integrated Risk Management plan should be encouraged.	<p>2. There is also an opportunity to use this recommendation to help support/implement the recommendations made in the recent review of the TDG.</p> <p>3. There is an opportunity to ensure that the IRMP most robustly demonstrates the risk profile of the county, in order to provide an evidence base against which the service can consider other possible duty systems / staffing models in the future.</p>
2	Fire and rescue authorities should be required to provide an annual statement on the use of retained firefighters. Any decision not to use or to cease to use retained firefighters should be communicated in this statement and underpinned with operational evidence provided by the fire and rescue service.	<p>1. There is an opportunity to decide locally to begin publishing more information on the use of our on-call workforce, most logically in the annual report.</p> <p>2. This could also be used to support recruitment awareness / activity - see line 5 below in this section.</p>
3	As part of the annual statement fire and rescue services should be required to provide an annual commentary on the number and use of retained firefighters. And in particular to report in the level of mixed crewing or co-working with wholetime personnel.	1. There is an opportunity to use this recommendation to support the further consideration of use of mixed crewing within the Service.
4	Legislation should be brought forward to provide employment protection to fire fighters employed on the Retained Duty System. This legislation is already in place for other groups (military reservists, magistrates and so on).	n/a (this recommendation has a purely national focus)
5	A national awareness programme for the retained duty system personnel should be produced.	1. There is an opportunity to ensure that local successes and activity help to shape a national campaign. Our position in this area is relatively strong compared to many other FRSs.
6	Trial and evaluate, in a limited number of fire and rescue services, the use of an annual bounty payment for employers of retained firefighters.	1. There is an opportunity to volunteer to participate in a national trial, if this is progressed.
Management of the Fire and Rescue Service Recommendations		

1	Fire authorities should keep the number and level of commitment of fire authority elected members under review. The right number may differ by authority but should be large enough to allow scrutiny without becoming burdensome on operational delivery.	1. There is an opportunity for the Authority to review (or commission a review into) its membership profile.
2	Recruitment and selection academic standards should be immediately raised.	<p>1. There is an opportunity to review academic initial entry criteria for wholetime and transferee applications, including to benchmark to other Services (some also require a minimum C pass in Science as well, for example).</p> <p>2. There is an opportunity to review academic entry criteria for on-call applicants, including benchmarking to other Services.</p> <p>3. If this is progressed at a national level, there is an opportunity to get involved in the workstream, feeding in information on the impact of our academic entry criteria on the quality of our wholetime recruits.</p>
3	Fire and rescue services should create critical mass by collaborating in recruitment including lateral recruitment into 'fast track' management programmes.	1. There is an opportunity to further explore the possibility of introducing a pilot two-tier entry or fast track scheme in CFRS, or through collaboration regionally/nationally. This could tie in with line 4 below in this section - greater collaboration on leadership development.
4	Fire and rescue services should explore a collaborative approach to the creation of succession plans and senior leader programmes with more cross authority developmental moves.	<p>1. There is an opportunity to grow collaboration on the Aspire programme for middle managers to both other fire services and other emergency services - and possibly wider. Tentative conversations are already being had.</p> <p>2. There is an opportunity to explore options for more inter-organisational moves, with more focus on them being for developmental purposes. We have contacts in 2 other Services to start discussions.</p> <p>3. There is an opportunity to consider / discuss with other Services about the possibility of joint succession plans.</p>
5	Where collaboration could lead to more formal mergers, Government should find transformational funding to support the creation of larger fire and rescue services that offer critical mass	n/a (this recommendation has a purely national focus)

	in areas of technology introduction, recruitment, succession and development.	
6	Fire and rescue services should maintain an up-to-date strategic workforce plan.	1. There is an opportunity to review best practice in the development of strategic workforce plans to in order to review if further changes can / should be made to our strategy.
7	Fire and rescue services that cannot offer promotional opportunities away from the original place of work/watch then preparatory management training should be available as part of a strategic workforce development plan.	1. There is an opportunity to link with line 3 in the section above headed The Working Environment recommendations - to consider this as part of our broader management and leadership development offerings.
8	The expectation that all fire fighters attain the same, maximum, level of competency should be removed. The wide and increasing range of roles and activities undertaken by fire fighters calls for a more sophisticated alignment of capability with the activity required in support of the local Integrated Risk Management Plan that can be provided by the view that 'a fire fighter is a fire fighter'.	1. There is an opportunity to further review the competency requirements of wholtime staff in line with the refreshed IRMP to understand if there may be opportunities to greater differentiate between competency requirements.
9	Training and pay should reflect a 'safe to ride' measure - basic core skills and core pay followed by competency based increments as required (which in the event of losing that competency means that the fire fighter retains their job albeit without that competency).	1. If progressed, we should ensure that there is an opportunity to feed in to discussions about how local arrangements would work.
10	To create and maintain (in the face of decreasing numbers) a cadre of managers capable of becoming future fire and rescue service leaders, a standardised industry wide approach to leadership development should be adopted.	1. There is an opportunity to get involved in national work around FRS leadership development.
11	Fire and rescue services not using the Executive Leadership Programme should reconsider doing so.	n/a (CFRS already participates in the ELP)

12	A lateral, industry wide, recruitment scheme should be created. This will fast track managers through the experiential requirements and into senior roles.	See line 3 above in this section.
13	The Gold Book (conditions of service for principal officers) should be removed along with that for Brigade Managers. With pay and conditions of service agreed locally subject to the introduction of a more sophisticated job evaluation programme that much better reflects job size, role complexity and other duties in a way which allows inter authority comparison.	n/a (this recommendation has a purely national focus)
14	All fire and rescue services and fire authorities should review the accessibility of their pay policy statements.	1. There is an opportunity to review the provision of the pay policy statement in alternative formats (as per information/guidance on alternative formats given in the annual report and statement of assurance).
15	The Chief Fire Officers Association should consider increasing the term of office for the role of president from 1 year to 1 or 3 years - to provide increased stability of leadership.	n/a (this recommendation has a purely national focus)

Appendix 3

Draft strategic workforce development objectives for 2017/18

1. Introduction

- 1.1 These draft strategic workforce development objectives for 2017/18 have been written with reference to:
- The draft Integrated Risk Management Plan 2017-2020, which remains subject to approval from the Authority
 - A gap analysis undertaken against the recommendations of the Thomas Review, which identifies opportunities for further work/progress in relation to each of the recommendations (albeit recognising that a full action plan of these opportunities is yet to be finalised)
 - Review of other relevant external drivers, e.g. a draft national fire and rescue workforce strategy for 2017-2022 issued in December 2016 by CFA.

2. Draft strategic workforce development objectives for 2017/18

- 2.1 There are four proposed strategic workforce development objectives for 2017/18:
- i) Research, develop, implement and evaluate programmes of work to enhance strategically focused recruitment. To include:
- A pilot apprenticeship programme for identified Green Book positions, enabling the Service to be able to access funding created via payment of the Apprentice Levy.
 - Continued positive action activities to increase the diversity of applicants and successful candidates to all roles within the Service.
 - Exploration of possible alternative methods to attract future leaders to the Service (e.g. two-tier entry)
- ii) Continued focus on long-term succession planning. To include:
- Ongoing internal leadership development, via targeted programmes and activities, including exploration of wider opportunities to collaborate on leadership development with other Services and partners.
 - Exploration of options for more inter-organisational moves for development purposes.
- iii) Continued exploration of opportunities to review working practices and terms and conditions to ensure maximum productivity, efficiency and fairness. To include:
- On-going work to explore opportunities to change working practices and shift systems in order to improve daytime fire cover
 - An equal pay audit
- iv) Continued delivery of employee-led staff engagement action plan, and pulse-check progress in key identified areas.
- 2.2 Progress against these objectives is proposed to be via internal review by the Chief Officers team and via a half and full year update to the Authority's Overview and Scrutiny Committee.

TO: Policy and Resources Committee

FROM: Deputy Chief Executive Officer - Matthew Warren

PRESENTING OFFICER(S): Deputy Chief Executive Officer - Matthew Warren

Telephone 01480 444619
matthew.warren@cambsfire.gov.uk

DATE: 26 January 2017

FIRE AUTHORITY PROGRAMME MANAGEMENT – MONITORING REPORT

1. Purpose

- 1.1 To provide the Policy and Resources Committee with an update against the corporate projects for 2016/17.

2. Recommendation

- 2.1 The Committee is asked to note the Programme Status Report as at January 2017, attached at **Appendix 1**.

3. Risk Assessment

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

4. Background

- 4.1 To support the Service in its strategic planning process action plans for the financial years 2016/17, 2017/18, 2018/19 and 2019/20 have been drafted describing the desired outcomes for key stakeholders at the end of each of those financial years.

- 4.2 The key stakeholders have been identified as:

- citizens of Cambridgeshire and Peterborough,
- firefighters and staff,
- senior leadership team,
- Fire Authority,
- regional fire and rescue services,
- partners,

- Home Office and other government stakeholders.
- 4.3 Each year the action plan for the forthcoming financial year is reviewed to take account of changing priorities within the Service and a number of external factors including the Comprehensive Spending Review, National Framework, Integrated Risk Management Plan, Sustainable Communities Strategies, General Consultation and Legislation.
- 4.4 Having identified the desired outcomes, potential projects and activities required to achieve these are evaluated and prioritised, taking into account any projects from the current financial year that will need to continue into the next in order to be completed.
- 4.5 The evaluation criteria focus on the following areas:
- benefits realisation – outlining the key benefit areas and how they can be achieved.
 - technical complexity – focusing on the complexity of the technical solution.
 - financial implications – including the estimated time and costs for project implementation and post project operational support.
 - business impact – covering the impact on key stakeholders and the organisation.
 - risks – the extent of risk exposure facing the organisation.
 - opportunities – potential opportunities for business development.
- 4.6 This identifies the Type 3 and Type 2 projects that will be given priority in the Business Development Programme for the coming financial year. This will be kept under review and consideration will be given by the Programme Board to suspending existing projects and bringing forward the start of other projects, dependent on the prevailing business and strategic priorities. The primary focus of the Programme Board is to ensure resources across the Service are balanced appropriately.

5. Progress Report on Corporate Priorities 2016/17

- 5.1 The current status of projects directly linked to delivery of corporate priorities is shown at Appendix 1.

BIBLIOGRAPHY

Source Document	Location	Contact Officer
Fire Authority Plan	Fire Service HQ Hinchingbrooke Cottage Huntingdon	Matthew Warren 01480 444619 matthew.warren@cambsfire.gov.uk

Type 3 Projects

Project	Issues	Successes	Project Performance	
<p><i>Project name change Oct 2016</i> CFC Mobilising Solution upgrade. Sponsor: Callum Faint PM: John Barlow Lead Member: Cllr Sir P Brown</p> <p>Planned Completion: Oct 2016 Feb 2015 RforC approved April 2015 R for C approved Aug 2015 Q1 2016 Q2 2017 Overall Status: Amber</p> <p>Project status will be amended following approval of ESR & Project Brief</p>	<ul style="list-style-type: none"> Some concern about availability of ICT resources due to potential clash with MDT deployment. Due to staffing issues/availability of 4i consoles in CFC data-inputting and configuration is not making the level of progress expected and remain a concern. Meeting scheduled to discuss timescales. 	<ul style="list-style-type: none"> A revised design for deployment of 4i has been proposed by Remsdaq, this has been assessed and agreed in principal. Some minor issues were identified but do not present a significant obstacle to progress. Work-packages redesigned and new owners designated. Preparatory work is scheduled to commence during Q1 2017 	Board	
			Team	
			Budget	4k required for revised solution
			Risk	Data input
			Controls	
			Timescales	Timescales will be reviewed following data input meeting.

Project	Issues	Successes	Project Performance	
Virtual Desktop Infrastructure Project (VDI) Project Sponsor: M Warren PM: Stuart Grey Lead Member: Cllr S Bywater Completion Date: Rollout commence Q3 2014 Stage 1 FF Feb 15 FF Jul 15 Stage 2 All staff June 2015 Remaining support staff Nov 2015. Stage 3 closed Jan 16. Sept 2016. Rescoping to determine further stages required with appropriate timelines. Completion July 2017. Overall status: Green APPV NOW INCORPORATED INTO THIS PROJECT	Laptop solution is proving to be more troublesome than expected causing a slight delay. Old Remote Access Licence due to expire.	<ul style="list-style-type: none"> • Appv Packages for Project, Visio, Supportworks and Tensor all rolled out. • Additional packages have been identified. • CAD drawing viewer and Photo Filtre are to be added into the base build of VDI. • 83% of CFRS staff migrated • Additional End Points and monitors ordered to cover CFC and additional people that have migrated from Laptops to Desktops. 	Team	
			Board	
			Budget	
			Risk	
			Controls	
			Timescales	

Business Development Programme Status Report

JANUARY 2017

Project	Issues	Successes	Project Performance	
Huntingdon Property Consolidation Project Sponsor: M Warren PM: Stuart Grey. Lead Member: Cllr Wisson Completion Date: Options Appraisal/Business Case – Oct 2014 May 2015 July 2015-Oct 2015 Approval of Concept Design 15/03/2016 - Complete Planning Permission Sept 2016, Jan 2017 Completion (Build) Aug 2017, Jan 2018 Overall status: ON HOLD		No update – being managed as a collaborative project with the Police.	Team	
			Board	
			Budget	£7.54M
			Risk	
			Controls	
			Timescales	
Huntingdon Crewing Project PM: Jon Anderson Project Sponsor: Chris Strickland Completion Date: Oct-15 May 2016 FA Paper Oct 2016 FA Paper Status: Green		ON HOLD	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	

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Project	Issues	Successes	Project Performance	
Asset Management Software Project Sponsor: Matthew Warren Project Manager: Stuart Grey Lead Member: Cllr Divine Completion date: Options Appraisal/Business Case: October 2014 Finance model complete: Jan 2016 Stage 2 Implementation: June 2017. Procurement Jan2017 Overall status: Green	<ul style="list-style-type: none"> Database issues were identified with data quality and method of entry. George Kidd now assigned to work on data to ensure conformity. Templates being built & processes being put in place. 	<ul style="list-style-type: none"> Tablets and Scanner selected based upon the feedback from the people using them Business case for Hardware signed off Database issues have now been resolved. Marking of kit has recommenced 9th Jan. Taken delivery of 3 tablet devices for ICT configuration testing and process testing. Order placed for 45 Panasonic Tablets with Scanners and Vehicle dock for mounting in first away appliances. 	Board	
			Team	
			Budget	Business Case for additional budget
			Risk	
			Timescales	Rollout to all stations planned for April 2017. Potential for slippage. Dates may need to be reviewed dependent on DB issues.
Redevelopment of Yaxley Fire Station Project Sponsor: Chris Strickland Project Manager: Kevin Napier Lead Member: Cllr D Over Completion date: May 2017 Overall status: Green	<ul style="list-style-type: none"> On-going issues with the Construction Company and Architect – PM dealing 	<ul style="list-style-type: none"> Remedial snagging work to begin on the 9/1/17 and will take 2 weeks. Official opening date provisionally set for March 1st 2017. The temporary site cleared and handed back to the owner. 	Controls	
			Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	Will be completed ahead of schedule

Business Development Programme Status Report

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Project	Issues	Successes	Project Performance	
MDT Review Project Sponsor: Maurice Moore Project Manager: John Barlow Lead Member: Cllr S Bywater Completion date: 01/04/16 Sept 2016 Deviation Report Overall status: Amber	<ul style="list-style-type: none"> Due to complicated server issues, 3rd party SMEs recruited to assist with resolution. Some difficulty with vehicle installation pricing. 	<ul style="list-style-type: none"> Gateway upgrade complete with no issues. Server upgrade complete. 2 of the software packages installed on CFRS infrastructure. MDT builds making good progress ICT requirements identified and progressing. 	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	Deviation Report
Review of Rescue Capability PM: W Swales Project Sponsor: R Hylton Lead Member: Cllr Loynes Completion date: Stage 2 Vans –On the run March 2016 complete. Stage 2 completion (date TBD) Overall Status: ON HOLD pending crewing decision with exception of IRU/Haz Mat work stream.	<ul style="list-style-type: none"> Decision by Board to close down project until clarity/direction is received on crewing. Work stream for replacement Haz Mat vehicle continuing. 	<ul style="list-style-type: none"> Agreement signed with Environment Agency to provide funding support for new HMU/EPU. Work package to create specification and procure vehicle ongoing 	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	

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Project	Issues	Successes	Project Performance	
Review of Reporting PM: Nicola Smith Project Sponsor: T Mirfin Lead Member: Cllr Butcher Completion date: Gap Analysis Nov 2015 – complete Planned project completion 31/03/17 Overall status: Green *Interdependency with VDI (Cognos) & SQL	<ul style="list-style-type: none"> Scope being reviewed following heavy influence of the SQL project & ResourceLink Migration. Aiming to re-scope. 	<ul style="list-style-type: none"> 84 reports migrated 5 out of 6 Finance reports in UAT Secured a further 12-weeks with a BI Developer New Reports servers being built 	Board	
			Team	
			Budget	Deviation Report
			Risk	Challenging access to data sources
			Controls	
Strategic Review of Training Resources PM: Callum Faint Project Sponsor: Jon Anderson Lead Member: Cllr J Schumann Completion Date: Sutton Date: Dec 2016 TBC St Neots Date: July 2017 ON HOLD Peterborough Date: Dec 2017-ON HOLD	<p>Heavy dependency on Property and contracts/procurement for multiple work streams.</p> <p>Economic issues will now impact this project with the fall in the £ and importing of Steel this will likely increase costs.</p>	<p>RTC compound procurement Work now complete.</p> <p>St Neots (B13) Planning application granted. Work now currently on hold whilst collaborative options are being explored.</p> <p>Milton - Work on smoke house commissioned and taking place in January/Feb. Other improvements have now been granted planning permission so procurement work will begin in Feb/March.</p>	Timescales	
			Board	
			Team	
			Budget	FBT element
			Risk	

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<p>Milton Date: Sept 2016 TBC On Call RTC Compounds: Sept 2016-TBC FBT – ON HOLD Status: Amber</p> <p>***Project to be re-scoped in Jan 2017 & Deviation Report will be drafted to revise scope/timescales.</p>		<p>FBT – Business Case/Feasibility Study drafted. Presentation to Nov Board. Considering costs and collaboration.</p> <p>Sutton (B03) - QMP completed paperwork – planning received. Tender documentation on Delta. Full completion expected June/July.</p> <p>P'boro – Confirmed that workshops will move to Swavesey in approx. 5 years (post A14 upgrade) in collaboration with Partner agencies. Meaning Dogsthorpe site may be developed. In mean time £35k to be spent on existing facilities to improve them.</p>	<p>Control</p>	
<p>ESMCP PM: Emma Graham Project Sponsor: Matthew Warren CFRS migration to ESN commencing Q1 2018. Status: Amber</p>	<p>The ICCS upgrade quote provided to Remsdaq by Frequentis is more than 50% of the original implementation and support costs, which will potentially result in Frequentis users having to run a full OJEU tender to replace the ICCS – pushing out timescales for the project. The Home Office will be attending a meeting in CFRS to discuss this issue.</p>	<p>Network coverage maps have been distributed to all services.</p> <p>Network coverage events and workshops have been scheduled to drill down into areas of concern, along with a site visit to EE.</p> <p>The recruitment of an additional PM, and two additional Support and Training officers for Essex,</p>	<p>Timescales</p>	<p>Deviation Report to be drafted following re scoping re scope and timescales.</p>
			<p>Board</p>	
			<p>Team</p>	
			<p>Budget Risk</p>	<p>HH timescales</p>

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ESMCP cont.....	<p>The new timeline released by the Centre shows that Vehicle Devices will not be available until mid-2018 – this will affect project timelines as a number of work streams are dependent upon these devices being available.</p> <p>RISK – Huntingdon Hub timescales, impact onto ITHC, potential that that these will have to be run twice, once at existing SHQ, and again at new site.</p>	<p>Beds, and Herts is underway.</p> <p>A new RIM for the East of England should be in post in February.</p> <p>A new high-level project plan for the region has been completed. This will be discussed at the National Regional Coordinators meeting on Friday 13th January to inform the discussion around realistic timelines and transition order.</p>	Control	
			Timescales	

Project	Issues	Successes	Project Performance	
On Call Review – Stage 2 PM: Gary Mitchley Project Sponsor: Rick Hylton Lead Member: Cllr P Brown Completion Date: Stage 1 Feb 16 Stage 2: May 31st 2016 Stage 3: Alternative Appliances Jan 2018 Deviation report Alternative Crewing On call standby's March 2017 Alternative Crewing W/T Secondary Contracts TBD Status: Green	<p>Some parts of the On call review are now being linked to the RV crewing proposal which is currently in negotiation with the Rep bodies.</p> <p>Strategic stations:- Until the outcome is known we will then be in a better position to identify which stations will be deemed strategic.</p> <p>Alternative crewing models:- On hold.</p> <p>Secondary contracts for WT staff to crew on call appliances now forms part of the RV crewing negotiations and therefore will not be progressed until we know the outcome of the negotiations</p>	<p>Alternative crewing models:- Formalised use of On call to crew at other stations is being progressed and looking to implemented fully by March 2017.</p> <p>Alternative Appliances:- Danny Kelly is the PM for this project which will still fall under P088. He is currently identifying stakeholders and members for his team, he has consulted with procurement to identify potential frameworks or other routes to market. The selling point for these vehicles is that they are fitted with COBRA and can be crewed with a crew of four or less.</p> <p>OA to be presented March 17, with a view that appliances will be OTR by Jan 2019</p>	Board	
			Team	
			Budget	
			Risk	
			Control	
			Timescales	Deviation Report

Project	Issues	Successes	Project Performance	
SQL Server Database Migration Project Project Sponsor: J Fagg Project Manager: D Reeson Lead member: Not required on this project. Completion Date (new server environment): April 2015 July 2015-Sept 2015 Stage 2 Migration work Oct 2016 May 17 Overall status: Green *Interdependency with Review of Reporting/ VDI/Asset Management & 4i.	Delays to the 4i and Asset Management projects may delay the decommissioning of Oracle systems.	<ul style="list-style-type: none"> ResourceLink Live migrated to SQL Nov 28th to Nov 30th. Dream Archive and Test migrated to SQL cluster from standalone SQL server Dec 13th. IPDS moved to free version of Oracle 18th Dec. Oracle Test Schema Decommissioning 80% completed awaiting 4i & Asset Mgmt. 	Board	
			Team	
			Budget	
			Risk	
			Control	
			Timescales	This project is being driven by 4i & Asset Management projects. Timescales may need to be reviewed.

Project	Issues	Successes	Project Performance	
Co-Responding Project Sponsor: Rick Hylton Project Manager: Simon Newton Lead Member: TBC 6 Month Trial to commence April 2016 RfC to defer to May 2016 Co-Responding Trial End Sep 2016 Nov 2016 Overall status: Green	<ul style="list-style-type: none"> The NJC trials are programmed to end at the end of Feb 17. Nationally we are not certain how this will look post Feb eg will the FBU tell its members to stop undertaking CR work whilst negotiations go ahead. Regionally there is a consensus that services would like to continue CR work now that it is in place. We continue to work with the FBU reps to gain clarity around this issue. 	<ul style="list-style-type: none"> St Neot's went live as planned on the 1st December 16. Up to the 6th December we received 68 CR call attending 42 of these. There have been numerous examples of where CFRS staff have been in attendance before Ambulance however the majority of the time we attend after them. Interagency working continues to be developing well with good feedback being received from Ambulance crews. The service have complied with the NJC request for all data across the trial which will contribute to the national co-responding work stream. 	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	Deviation report re extension of trial/Use of B13 crews.

Project	Issues	Successes	Project Performance	
CSR Project Sponsor: Chris Strickland / Matthew Warren Project Manager: Callum Faint Lead Member: TBC Completion Date: Overall status: Green		<p>Work shops completed across the Service – Very well received.</p> <p>Budget report approved by Policy and Finance for a 1.9% council tax precept increase – going to FA in Feb. If approved , Year 1 and year 2 savings now in place.</p> <p>Efficiency plan approved by the home office (guaranteeing year 3 and 4 reductions).</p> <p>Planning for years 3 and 4 is now underway – with significantly less reductions to find.</p>	Board	
			Team	
			Budget	
			Risk	
			Control	
			Timescales	
Use of Recording Devices & Governance Project Sponsor: Callum Faint PM : Trudi Hellwing Lead Member: TBC Completion date: trials Oct 2016 Phased Approach Phase 1 Policy /Guidelines 01/03/17 Phase 2 Red Fleet 30/04/17 Phase 3 Nov 17 Body cams/Drones.	<ul style="list-style-type: none"> CFOA have created a Research and Development Group which will be looking at all aspects of Body Camera usage within Fire Services. The Body Cams trials CFRS were going to run will be unlikely to take place due to this new development. The project identified that the Timespace CCTV systems installed on recent new appliances cannot be 	<ul style="list-style-type: none"> The draft Recording Devices Policy has been approved by both the Project Board and Team and will shortly go 'live'. An SEN article is being created to inform personnel of the changes and the current status of the Project and will be included in SEN at the earliest opportunity. 	Board	Consideration of Board attendees required – Media and Comms, W/T or On Call are not represented at Board level
			Team	ICT resources now required
			Budget	
			Risk	
			Control	

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Any Body Cam work will be as part of national trial. Overall status: Green	viewed remotely. Our ICT infrastructure has the capacity but this was not set up on installation. This is in the process of being rectified.		Timescales	
Aerial Capability Project Sponsor: Maurice Moore PM: Simon Newton Lead Member: <i>No member for review stage.</i> Completion date: Oct 2016 RfC to extend to Feb 2017 Overall status : Green	Awaiting ORH report to factor into the final recommendations paper. This will be completed by end Jan.	An initial draft report has been agreed by Board. Due to the impact of this work on other service negotiations the PM was asked to complete this work without the final validation data from ORH. ORH are undertaking our data analysis and will have this completed by the end of Jan when the report can be published in full. I am confident that the recommendations made will be validated rather than changed by the inclusion of the ORH review.	Board	
			Team	
			Budget	
			Risk	
			Control	
CPSN Project Sponsor: M Warren PM: John Fagg Lead Member: N/A Completion date: June 2018 Overall status: Red	First Board Meeting scheduled to discuss concerns with partnership. Current situation being monitored closely - investigating alternative options.	This is a Joint procurement with other partners. Project led by CCC. Project usually reports through the ICT Strategy Board but PM requested that it is reported through Business Development board as well.	Timescales	
			Board Team Budget Risk Control Timescales	

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Project	Issues	Successes	Project Performance	
Training Recording & Competency System (TRaCS) (IPDS) Project Sponsor: M Moore PM: Bren Morgan Lead Member: TBC Completion date: Options Appraisal/Business Case 01/04/2017 Overall Status: Green		<ul style="list-style-type: none"> • Supplier's days completed, with a number of companies attending. STEP and BFRS also demonstrated products. • Neighbouring FRS have been visited. • Procurement have asked for indicative costs from suppliers that attended. • An options appraisal will be completed to decide if we will use a free product (Bucks FRS) or if we will go out to tender. • At this stage the project is on time. 	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	

Type 2 & Type 1 Projects

Project	Comment	Project Performance	
Gartan Flexible Duty System & Control PM: Steve Beaton Proj Sponsor:	Project to be closed down End Project Report required –Programme Officer to talk to SB.	Board	
		Team	
		Budget	
		Risk	
		Controls	
		Timescales	
CFOA Protective Marking Project Sponsor: C Faint Project Manager: D Taylor TBC Date for Recommendations: March 2016 Overall status: On Hold	<ul style="list-style-type: none"> Project on hold 	Board	
		Team	
		Budget	
		Risk	
		Controls	
		Timescales	
ICT Assistive Technology Project Sponsor: John Fagg PM: Jodie Papworth Start Date June 2015 Completion Date: TBD Overall Status: On Hold		Board	
		Team	
		Budget	£15k
		Risk	
		Controls	
		Timescales	

Business Development Programme Status Report

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Project	Comment	Project Performance	
Fire ground Radios Project Sponsor: Maurice Moore PM: Brett Mills Completion date: Feb 2016 Jan 17 Deviation Report Overall status: Green	<ul style="list-style-type: none"> HX 485 radio's recalled and to be re-programmed by supplier HX 483 radio's re-issued as an interim measure A14 issues with interference with old radios- H&S reported and being investigated Extensive testing to be completed upon HX 485 return before roll out by Equipment Team Trial of ear piece accessory at A16 & B01 to start (Multistar on-going comm's issue) Reviewing interoperability with Partner F&R Services at Cambridge Airport & Duxford Imperial War Museum. 	Board	
		Team	
		Budget	
		Risk	
		Controls	
		Timescales	Deviation Report
CFC Crewing Project Sponsor: Maurice Moore PM: Teri Seaber Completion Date: Jan 2017 Overall Status: Green	<ul style="list-style-type: none"> New crewing system went live on Jan 1st Reviews will be carried out periodically with a full review after 12 months in operation. Risk remains regarding radio traffic if officers not on GPS and not doing their own status updates but slight change to the start time of one of the mid shift staff means not such a risk as before. JB/TS meeting with AG to discuss. End Project Report being drafted. 	Board	
		Team	
		Budget	
		Risk	
		Controls	
		Timescales	

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APP V 5.0 Application Packaging Project Sponsor: John Fagg PM: Mark Austin Completion date: July 2016 31st December 2016 Overall Status: Amber INCORPORATED INTO VDI PROJECT	<ul style="list-style-type: none"> Now part of VDI Project 	Board	Joint Board with VDI
		Team	
		Budget	
		Risk	
		Controls	
		Timescales	
Smartboard Replacement Project Sponsor: J Fagg Project Manager: Rudy Boddington Completion date: Dec 2017 Overall Status: Green	<ul style="list-style-type: none"> Agreed to defer this project Unified Comms is being instigated at Beds & is a priority project for them. This project will provide the pre-requisites for other technologies i.e. Smartboard replacement. 	Board	
		Team	
		Budget	
		Risk	
		Controls	
		Timescales	

Agenda Item no. 7

TO: Policy and Resources Committee

FROM: Area Commander Operational Support - Callum Faint

PRESENTING OFFICER(S): Area Commander Operational Support – Callum Faint

Telephone: 07780 663764

email: Callum.Faint@cambsfire.gov.uk

DATE: 26 January 2017

COMPREHENSIVE SPENDING REVIEW UPDATE

1. Purpose

- 1.1 To provide the Policy and Resources Committee with an update of activity completed and proposed actions with regard to the Comprehensive Spending Review (CSR) settlement.

2. Recommendation

- 2.1 The Committee is asked to acknowledge the work undertaken and make comment as they deem appropriate.

3. Risk Assessment

- 3.1 **Political** – the Government has now made fire and rescue services aware of the grant funding settlement for the period 2016 to 2020. This will see Cambridgeshire Fire and Rescue Service (CFRS) require a further total reduction of £2.85 million over that period. However known impactors have been considered (such as inflation and pay awards), making the required total saving £3.87 million. These savings will likely require a number of changes that will impact upon the Service, our staff and communities.
- 3.2 **Economic** – the total reduction in grant funding settlement and assumed costs (inflation and pay awards) is £3.87 million. This has now been confirmed by acceptance of the efficiencies plan submitted to the Home Office.
- 3.3 **Legal** – the Fire and Rescue Services Act (2004) and the Civil Contingencies Act (2004) places a number of requirements on the provision of a fire and rescue service, that service should be able to respond to, mitigate its effect, support actions and continue to provide a service should an emergency occur.

4. Background

- 4.1 Table 1 below shows a breakdown of the savings required in each period of the four year CSR.

Table 1

Financial year	2016/17	2017/18	2018/19	2019/20	Total
CSR Year	1	2	3	4	
Saving required	£1.2m	£1.44m	£0.755m	£0.475m	£3.87m

5. Update of Activities

- 5.1 The project has been progressing well since the CSR was released by central government in 2015 and this report will provide the Committee with a brief overview of activities conducted to date.
- 5.2 CSR Year 1 (2016/17) saw a project team formed who quickly engaged with staff to inform them of the CSR and the impacts along with engagement to identify areas where staff thought efficiencies could be found. This included five events across all areas of the Service, meeting with over 120 staff members and harvesting 250 separate suggestions. Upon analysis, with duplications removed, this showed 71 areas for investigation.
- 5.3 This information was fed back to staff in another series of five engagement events; all 71 suggested areas were tasked for further investigation.
- 5.4 Table 2 below shows where the savings for CSR Year 1 (2016/17) have been achieved.

Table 2

CSR Year 1 – 2016/17	Saving	Running total
Savings already made from previous CSR and previous council tax increase (permitted by central government)	£0.650m	£0.650m
Increase of council tax precept by 1.96%	£0.346m	£0.996m
Increase in number of houses within Cambridgeshire and Peterborough paying council tax (growth)	£0.271m	£1.267m
Total	Target for year = £1.2m	Actual = £1.267m
Deficit still to be found		Complete

- 5.5 Following achievement of Year 1 the project has now focused on CSR Year 2 (2017/18); this is the most significant year for reduction of funding.
- 5.6 Activities have included the following;
- completion of 71 business cases of the staff suggestions,
 - completion of an Operational Command Review, presented to the Authority Overview and Scrutiny Committee,
 - budget analysis, planning and discussions with Heads of Groups,

- completion and submission of efficiency plan, approved by the Home Office,
- Member-led review of the Media and Communications department, presented to the Overview and Scrutiny Committee and Fire Authority,
- forward budget planning,
- staff engagement events, meeting with over 100 staff across the Service in November/December 2016,
- communications via SMT Blogs, email, events and presentations.

5.7 Table 3 below shows where the savings for CSR Year 2 (2017/18) have been achieved/identified. Please note that the draft budget was presented to the Policy and Resources Committee on 8 December 2016 including a precept increase of 1.9%. This will be presented to the Authority on 8 February 2017 and is subject to approval.

Table 3

CSR Year 2 – 2017/18	Saving	Running total
Carry forward from Year 1 (extra savings made)	£0.067m	£0.067m
Reduction in group budgets – Operational Equipment	£0.010m	£0.077m
Reduction in group budgets – Training	£0.030m	£0.107m
Reduction in group budgets – Community Fire Safety	£0.025m	£0.132m
Removal of budget – Area Commander Operational Support	£0.030m	£0.162m
Removal of vacant post (part time) – Health and Safety	£0.015m	£0.177m
Removal of Deputy Chief Fire Officer role and reduction in salaries of Chief Fire Officer and Assistant Chief Fire Officer roles	£0.231m	£0.408m
*Implementation of staff suggestions (pending business case proving viability and agreement for investment)	*£0.027m	*£0.435m
Increase in number of houses within Cambridgeshire and Peterborough paying council tax (growth)	£0.274m (estimated)	£0.709m
Removal of operational contingency budget (previous on-call budget)	£0.301m	£1.001m
Reduction of capital funding from revenue (or short term reserve usage)	£0.100m	£1.101m
Authority request to consider increase of council tax precept by 1.9%	£0.340m (estimated)	£1.441m
Total	Target for year = £1.44m	Actual = £1.441m (estimated)
Deficit still to be found		Complete

**Please note: Table 3 includes the potential staff suggestions savings; it is unlikely that they could be fully implemented in 2017/18 and may run into 2018/19.*

5.8 This puts us in a positive position moving into Years 3 (2018/19) and 4 (2019/20). The project team will now start to focus and plan on options moving forward.

BIBLIOGRAPHY

Source Documents	Location	Contact Officer
Operational Command Review 2016	Hinchingbrooke Cottage Brampton Road Huntingdon	Callum Faint 07780 663764 Callum.faint@cambsfire.gov.uk
Member-led Review of CFRS Media and Communication Function	Hinchingbrooke Cottage Brampton Road Huntingdon	Callum Faint 07780 663764 Callum.faint@cambsfire.gov.uk

CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY OVERVIEW AND SCRUTINY COMMITTEE – MINUTES

Date: Wednesday 19 October 2016
Time: 10:00 – 10.50am
Place: Room 128, Shire Hall, Cambridge
Present: Councillors B Ashwood, M Jamil, M McGuire and J Peach
In attendance: Councillor S Bywater
Officers: J Anderson – Area Commander for Community Safety, R Greenhill - Democratic Services Officer, S Ismail – Monitoring Officer, C Strickland – Chief Fire Officer and D Thompson - Scrutiny and Assurance Manager

120. ELECTION OF CHAIRMAN/ CHAIRWOMAN

In the Chairman's absence and with the role of Vice Chairman/ Chairwoman being vacant it was necessary to elect a Chairman/ Chairwoman for the duration of the meeting. It was resolved unanimously that Councillor Peach be elected Chairman of the Committee for the meeting.

121. APPOINTMENT OF VICE CHAIRMAN/ CHAIRWOMAN

It was resolved unanimously to postpone the election of a Vice Chairman/ Chairwoman of the Committee until the next meeting in light of possible changes to membership following the meeting of the Fire Authority on 20 October 2016.

(Action: Democratic Services Officer)

The Monitoring Officer reported that the way in which appointments were made to Fire Authority Committees was being reviewed with a view to reducing delays in changes to membership.

122. APOLOGIES FOR ABSENCE

The Clerk reported apologies for absence from County Councillor R Butcher, Deputy Chief Executive M Warren and Area Commander R Hylton.

123. DECLARATIONS OF INTEREST

There were no declarations of interest.

124. MINUTES OF THE MEETING ON 11 AUGUST 2016

The minutes of the meeting held on 11 August 2016 were approved as a correct record and signed by the Chairman. The actions were reviewed and the following points noted:

- Minute 112 - Operational Command Review 2016: A review of work on whether the six additional Station Commander (SC) posts that were not conditioned to the Flexible Duty System rota required the post holder to be a SC would be included in the Committee's work programme in the new year;
(**Action:** Democratic Services Officer)
- Minute 114 - Terms of Reference for Member Led Review of Transfer Policy: Members noted that it had been resolved that the Scrutiny and Assurance Manager would liaise with the Chairman and Councillors Ashwood, Bywater and McGuire to progress arrangements for the review. However, in practice only the Chairman had been involved. It was agreed to note that other members of the Committee had been willing to take part in this work and that future reviews would benefit from having more than one member involved.
(**Action:** The Scrutiny and Assurance Manager)

125. REVIEW OF PERFORMANCE AGAINST INTEGRATED RISK MANAGEMENT TARGETS

The Committee received a report by the Area Commander for Community Safety setting out performance against Integrated Risk Management Plan (IRMP) targets. In introducing the report he highlighted:

- A 21% increase in accidental dwelling fires in the year to date (April to September 2016). This represented 132 fires in the current year compared to 109 in the same period in 2015. There was a trend around kitchen and cooking related fires and it was planned to run an information campaign shortly targeting this area. There had been no fatalities to date;
- A 1% increase in deliberate fires compared to the same period in 2015. This included a surge in secondary fires during August and September. Deliberate primary fires had also been higher in almost every month compared to the same period last year;
- A 21% reduction in fire-related casualties in the year to date (30 so far in 2016 compared to 38 in the period April to September 2015). There had been one fire related fatality in the period due to suicide;
- Overall performance in relation to protection measures was good with the only exception being the number of automatic fire alarm (AFA) activations which were slightly above target. Officers were working with businesses to target this issue;
- The increase in average attendance times had continued to increase due to the need for appliances to travel further to cover other station grounds. The combined whole time and on-call average attendance time for the first pump on scene stood at 93.5% attendance on scene within 18 minutes, compared to a target of 95% attendance. On-call availability remained an area of challenge and significant work was being carried out to address this issue.

In response to questions, the Area Commander for Community Safety reported that:

- The Fire Service had no statutory role in relation to the safety aspects of road planning applications and would not necessarily be consulted on plans;
- Injuries sustained during a road traffic accident which resulted in death within 28 days would be recorded as arising from the accident.

It was resolved to note the contents of the report and the Committee's comments as recorded above.

126. COMPREHENSIVE SPENDING PLAN REVIEW UPDATE

The Committee received a report by the Area Commander for Operational Support which provided an update on activity completed and proposed actions relating to the Comprehensive Spending Review (CSR) settlement.

The Chief Fire Officer said that in the light of the grant funding settlement for 2016-20 Cambridgeshire Fire and Rescue Service (CFRS) would need to find total savings of £3.87m. Officers were doing all they could to avoid impacting on front-line services, but the success of previous efficiency plans meant that there were no more easy wins left. He said that without a 2% increase in council tax and 1% increase in band D housing the service would be left with a significant gap in its savings plans which would need to be filled by increasingly challenging cuts to service.

During discussion and in response to questions from members it was noted that:

- CFRS had already reviewed and implemented business efficiencies across the organisation, including reviewing the terms of contracts with other organisations;
- Wide ranging and constructive discussions had been held with staff which had identified potential savings of around £27k;
- The Government had made clear that police service and fire service budgets would be kept entirely separate, irrespective of any closer working arrangements between the two services in the future;
- A collaborative board had been established with Cambridgeshire Constabulary looking at potential efficiency savings across the two organisations, including possible property rationalisation. Discussions had also taken place with the health service about possible collaborations;
- Action to generate funds from available grants would continue, but would be delivered through existing staff rather than the creation of a dedicated role as the sums involved would not justify a full time post.

It was resolved to acknowledge the work undertaken to date and to comment as recorded above.

127. MEMBER LED REVIEW OF CAMBRIDGESHIRE FIRE AND RESCUE TRANSFER POLICY

The Committee received the findings and recommendations of the Member-led review of the Cambridgeshire Fire and Rescue Transfer Policy. In the absence of Councillor Butcher, the Chairman invited the Scrutiny and Assurance Manager to introduce the report.

The objective of the review had been to ensure that CFRS's transfer policy and processes were robust, fair and transparent; to provide assurance to the organisation and to the Fire Authority that the policy met the strategic aims of putting people first and incorporating best practice from the sector, subject to any applicable legal considerations; and to make any necessary recommendations should available evidence not provide this assurance.

Constructive discussions had been held with the Fire Brigades Union (FBU) over a two year period on this issue and CFRS acknowledged their contribution. However, a clear difference of opinion on two specific issues had led to the FBU issuing a failure to agree notice on these points in August 2016. These were:

1. The requirement that staff repay any honoured leave following a compulsory move, in the form of roster reserve duties or other. The Member view was that CFRS did recognise the impact which moving duty systems, work locations or shift patterns had on individuals that were compulsorily transferred. The Review Group considered it reasonable that CFRS honour pre-booked leave in this situation; however, it did not consider it reasonable or fair to other officers or to the taxpayer that the individual should not subsequently repay the time taken at mutually agreed times;
2. The requirement that staff be given a maximum period of 30 days' notice of their compulsory move. Legal advice was clear that the period of notice must be reasonable, and that a 30 day period met this test. CFRS was very willing to offer a longer period of notice where this was operationally viable, but the need to ensure the capacity to deliver front-line services meant that this would not always be possible. The Member view was that any greater period of notice would potentially have a detrimental effect on operational efficiency and service delivery.

In response to questions it was noted that:

- CFRS recognised that its previous practice was unsatisfactory and had addressed this issue. The changes which were recommended represented the most reasonable option available which would still ensure its ability to provide an efficient and effective service and discharge its statutory duties;
- There were variations in practice across different fire and rescue services, but these reflected wider differences in operational and organisational demands. The transfer policy described above represented the most suitable model to meet the specific needs of Cambridgeshire;
- 200 transfers had taken place since the first version of the revised transfer policy was implemented in October 2015 and there had been no reported grievances;
- Having noted and responded to the issues and concerns raised by the FBU in its failure to agree notice there was no restriction on CFRS implementing the proposed transfer policy.

It was resolved to:

1. Consider the findings and recommendations of the review group;

2. Present the report and recommendations to the Fire Authority to inform the decision-making process.

128. TERMS OF REFERENCE FOR DISCIPLINARY APPEALS PROCESS

The Committee considered and discussed the proposed terms of reference for the Member-led review of the Disciplinary Appeals Process. It was noted that this work would be taken forward by Councillors Butcher and Jamil. A report would be submitted to the Committee in January 2017.

It was resolved to:

1. Agree the proposed terms of reference.

129. OVERVIEW AND SCRUTINY WORK PROGRAMME

Members reviewed the Committee work programme for 2016-17.

It was resolved to:

1. Add the report on the outcome of the Member-led Review of the Disciplinary Appeals Process to the agenda for January 2017;
(**Action:** Democratic Services Officer)
2. Note the proposed work programme for 2016-17.

130. DATE OF NEXT MEETING

The next meeting of the Overview and Scrutiny would take place on Thursday 5 January 2017 at 2.00pm at Cambridgeshire Fire and Rescue Service Headquarters, Hinchbrook Cottage, Huntingdon.

CHAIRMAN

CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY OVERVIEW AND SCRUTINY COMMITTEE – MINUTES

Date: Thursday 5 January 2017

Time: 14:00 – 14.45

Place: CFRS Headquarters, Hinchbrook Cottage, Huntingdon

Present: Councillors B Ashwood, R Butcher, S Bywater, M Jamil and J Peach.

In attendance: Councillor S Bywater

Officers: J Anderson – Area Commander for Community Safety, Suzanne Lane – Auditor, Daniel Snowdon – Democratic Services Officer, C Strickland – Chief Fire Officer, Matthew Warren – Deputy Chief Executive, and D Thompson - Scrutiny and Assurance Manager

131. APPOINTMENT OF VICE CHAIRMAN/ CHAIRWOMAN

The Chairman proposed with the unanimous agreement of the Committee to appoint Councillor Bywater as Vice Chairman.

132. APOLOGIES FOR ABSENCE

The Clerk reported apologies for absence from Peterborough City Councillor Lillis and Shahin Ismail, Monitoring Officer.

133. DECLARATIONS OF INTEREST

There were no declarations of interest.

134. MINUTES OF THE MEETING ON 19 OCTOBER 2016

The minutes of the meeting held on 19 October 2016 were approved as a correct record and signed by the Chairman.

135. REVIEW OF PERFORMANCE AGAINST INTEGRATED RISK MANAGEMENT TARGETS

The Committee received a report by the Area Commander for Community Safety setting out performance against Integrated Risk Management Plan (IRMP) targets. In introducing the report he highlighted:

- Accidental Dwelling Fires were below the IRMP target but showed a 16% increase when compared to the same period in 2015. The increase was attributed to the rise of the number of dwellings in Cambridgeshire. The fires were predominantly caused by people

becoming distracted while cooking and tended therefore to be relatively minor in nature.

- Deliberate fires remained below target but showed a slight increase of 14% over the last year. The increase was largely attributed to deliberate fires carried out by inmates at Peterborough Prison. The privately run prison had been advised by insurers to call the Fire Service for every incident, something that did not occur in publicly run prisons. Work was ongoing with Prison management to address the issue.
- Fire related deaths and casualties had reduced by 58% and with one fatality in last 6 months.
- The number of automatic fire alarms continued to increase. Work was being undertaken to ensure that the data held by the Fire Service regarding the number of commercial premises in Cambridgeshire was as accurate as possible.
- Average attendance times of the first pump on scene continued to rise. On-call availability was decreasing but work was continuing regarding recruitment and retention that would address the issue.
- Sickness had improved significantly following a large reduction of long term sickness.

In response to questions, the Area Commander for Community Safety reported that:

- Checks were undertaken at incidents of domestic fires to ensure that smoke detectors were fitted to properties. Smoke detectors continued to be fitted to properties of the elderly and vulnerable and formed part of a wider prevention strategy that included combatting slips, trips and falls and keeping warm.
- The Family Group 2 mentioned in the third bullet point of Appendix 1 related to the statistical group the Cambridgeshire Fire and Rescue Service was placed.
- The Fire Service worked closely with the Safer Peterborough Partnership in dealing with fly tipping and fire prevention work.
- Confirmed that insurers advised that Peterborough Prison to lodge all incidents with the Fire Service. Members expressed concern regarding wider issues of inmates' ability to access flammable materials requested feedback from the planned meetings with prison management. **ACTION**
- Remedial work was continuing with Peterborough Hospital. Although the hospital was slightly behind schedule with regard to the action plan set, good progress had been made.

It was resolved to note the contents of the report.

136. MEMBER LED REVIEW – SERVICE EFFICIENCY PROGRAMME (STEP)

The Committee received terms of reference for the Service Transformation and Efficiency Programme (STEP) led by Councillor Jamil.

The objective of the review was to ascertain if the organisation had achieved the objectives it set out in the transformation funding bid to Communities and local Government (CLG) in 2014. The Service, in collaboration with its partners, was awarded £1.45m to consider alternative delivery of the STEP technology and to primarily deliver an On-Call recruitment process. Want to make it more stream lined process for recruitment.

Councillor Bywater confirmed that he would to assist with the review.

It was resolved to note the terms of reference.

137. MEMBER LED REVIEW OF DISCIPLINARY APPEALS PROCESS

The Committee considered and discussed the findings of the Member Led Review of the Disciplinary Appeals Process.

The Chairman introduced the report and explained that the review was undertaken to assure Cambridgeshire and Peterborough Fire Authority that the appeals process within the existing discipline policy and procedure was open, transparent and fair. The review included the assessment of other Fire Authority's Disciplinary Appeals processes. The review was undertaken by Councillors Butcher and Jamil who received employment law advice from the Monitoring Officer Shahin Ismail.

The review found that overall the disciplinary appeals process operated well and that it was important for Members to retain involvement within the process.

Officers confirmed that in the last 3 years there had been 16 appeals, 1 of which was heard by the Fire Authority.

It was resolved unanimously to:

1. Consider the findings and recommendations of the review group
2. Present the report and recommendations to Fire Authority to inform the decision making process.

**138. CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY
ANNUAL AUDIT LETTER**

Members received the Annual Audit Letter supplied by the external auditors, BDO. The audit had been positive with an unqualified opinion received on each section.

During discussion Members:

- Noted that the estimated value of the understatement of the Fire Authority's share of the pension fund liability did not represent a material concern. Officers agreed to provide information regarding the percentage of the total pension fund the £150k liability represented. **ACTION**
- Noted that there had been no change to the planned fees BDO quoted.
- Noted there had been no issues with BDO as an auditor. The Fire Authority was a relatively simple, small organisation in comparison with other organisations and officers were proactive in managing the audit process.
- Drew attention to £53k understatement of expenditure due to the incorrect calculation of depreciation associated with Fire Stations. The process for the calculation of depreciation had since been changed in response to the audit.

It was resolved to note the Annual Audit Letter.

**139. CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY
INTERNAL AUDIT PROGRESS REPORT**

The Committee received the Internal Audit Progress Report. Members noted the delay to the planned review of the Huntingdon Hub due to the overall delay in the project. Members requested that copies of the "Little Book of Cyber Scams" be circulated to Members. **ACTION.**

Officers drew attention to the added value work detailed in the report, in particular Fire Procurement that related to how the Home Office were changing procurement processes and a new assessment and inspection programme due to begin in April 2018.

It was resolved to note the contents of the report.

140. OVERVIEW AND SCRUTINY WORK PROGRAMME

Members reviewed the Committee work programme for 2016-17. Further information on the work programme would be provided at the March meeting of the Overview & Scrutiny Committee following the annual meeting of the Fire Authority Chairman and Chief Fire Officer at which areas of the Service they would like Members of the Overview and Scrutiny Committee to scrutinise or review were agreed.

It was resolved to:

1. Note the proposed work programme for 2016-17.

141. DATE OF NEXT MEETING

The next meeting of the Overview and Scrutiny would take place on Thursday 23 March 2017 at 2.00pm at Cambridgeshire Fire and Rescue Service Headquarters, Hinchingsbrooke Cottage, Huntingdon.

CHAIRMAN

POLICY & RESOURCES COMMITTEE WORK PROGRAMME

MEETINGS 2017/18

Date	Meeting	Venue
2017		
Thursday 26 January	1100 hours	Service HQ
Thursday 6 April	1030 hours	Service HQ
Thursday 22 June	1030 hours	Service HQ
Thursday 28 September	1030 hours	Service HQ
Thursday 14 December	1030 hours	Service HQ
2018		
Thursday 25 January	1030 hours	Service HQ
Thursday 12 April	1030 hours	Service HQ
Thursday 28 June	1030 hours	Service HQ

WORK PROGRAMME 2017/18

Thursday 26 January 2017			
Time	Agenda Item	Member/Officer	Comments
1100	Minutes of Policy & Resources Committee Meeting 8 December 2016	Rob Sanderson	
	Minutes of Overview & Scrutiny Committee Meeting 5 January 2017	Rob Sanderson	
	Decision Fire Authority Budget 2017/18	Deputy Chief Executive	Annual

	Integrated Risk Management Plan 2017 to 2020	Assistant Chief Fire Officer Hylton	
	Update on Strategic Workforce Development	Head of Human Resources	
	<u>Information and Monitoring</u> Fire Authority Programme Management Monitoring Report	Deputy Chief Executive	Bi-annual
	Comprehensive Spending Review Activity Update	Area Commander Faint	
	Work Programme 2017/18	Chairman Deb Thompson	
Thursday 6 April 2017			
Time	Agenda Item	Member/Officer	Comments
1000 - 1030	Pre Briefing session	Cllr Nethsingha Deputy Chief Executive	
1030	Minutes of Policy & Resources Committee Meeting 26 January 2017	Rob Sanderson	
	Minutes of Overview & Scrutiny Committee Meeting 23 March 2017	Rob Sanderson	
	<u>Decision</u> Probation Policy	Head of Human Resources	
	<u>Information and Monitoring</u> Strategic Risk and Opportunity Management Register	Deputy Chief Executive	Quarterly
	Work Programme 2017/18	Chairman Deb Thompson	
Thursday 22 June 2017			
Time	Agenda Item	Member/Officer	Comments
1000 - 1030	Pre Briefing session	Cllr Nethsingha Deputy Chief Executive	
	Election of Chairman/woman		Annual
	Appointment of Vice Chairman/woman		Annual

1030	Minutes of Policy & Resources Committee Meeting 6 April 2017	Rob Sanderson	
	<u>Decision</u> TBA		
	<u>Information and Monitoring</u> Fire Authority Programme Management Monitoring Report	Deputy Chief Executive	Bi-annual
	Work Programme 2017/18	Chairman Deb Thompson	

